

Sasakawa Africa Association
and Sasakawa Africa Fund for Extension Education

ANNUAL REPORT 2014



“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.



Yohei Sasakawa (left), Chairman of The Nippon Foundation, and Ruth Oniang'o, Chairperson of SAA and SAFE, congratulate the winners of school competitions, sponsored by SAA, during the Jinja symposium – marking the centenary of the birth of Dr Norman Borlaug, the first president of SAA

SAA Board of Directors

(as of December 2014)

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Jiro Hanyu, Japan

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SAA Founders

Mr Ryoichi Sasakawa

Dr Norman E. Borlaug

President Jimmy Carter

Front page:

Agro-processing equipment being demonstrated in Uganda

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Report from the Chairperson

Notable anniversaries remembered

An organisation with a long and historic background, such as SAA and its sister organisation SAFE, tends to mark its anniversaries with particular care and attention. Our anniversaries define our personality – taking us back to our roots while stimulating our future vision and activities. We celebrated one such anniversary in 2014.

This, in fact, was the centenary of the birth of Dr Norman E Borlaug, the Nobel Laureate and father of the green revolution in India and Pakistan. With former US President Jimmy Carter and Japanese philanthropist Ryoichi Sasakawa, he founded SAA in 1986. It was right that we should honour the achievements of such a great man who played a leadership role in the formative years of our organisation. His large footprints crossed Africa and touched the lives of millions of smallholder farmers. We chose Uganda, one of our four focus countries, linking a series of planned events with the annual National Agricultural and Trade Show in Jinja in July. Part of this was a major symposium at Makerere University, one of our partners in SAFE, on “the relevance of universities in national food security and agricultural transformation in Uganda.”

Since SAA first began its work in Uganda in 1996, we have been greatly encouraged by the emphasis put by the

Government on the importance of agriculture, particularly in engaging the youth of the country in making agriculture attractive as a potential career choice. SAA has also expanded its focus in recent years by reaching out to marginalised farmers, such as women farmers, while promoting employment for the youth.

As I said at a press conference in Kampala a couple of months before the centenary events, “Incentivising the youth is critical for Uganda and other African countries. Dr Borlaug believed in young people as future farmers and as advocates against hunger.”

This was very much the theme of the centenary celebrations and the local organising committee led by former agriculture minister Victoria Sekitoleko, who had also served for a number of years on the SAA board. Other representatives on the committee included the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), NAADS, Makerere University, and the Uganda National Farmers’ Federation (UNFFE). The title of the centenary celebrations was “Take it to the farmer”, Dr Borlaug’s last words before he died in 2009.

Central to the celebrations were competitions, sponsored by SAA, involving farmers and secondary schools in districts across the country where SAA operates. There was a particularly innovative competition involving school



Members of Dr Borlaug's family, associates and friends attended the SAFE symposium at Makerere University, in July 2014, as part of the Borlaug centenary anniversary programme. From left, Ambassador Kenneth Quinn, President of the World Food Prize Foundation; Jeanie Borlaug Laube, Dr Borlaug's daughter; Nicéphore Soglo, former President of Benin and board member of SAA/SAFE; Professor Ruth Oniang'o; Tumusiime Rhoda Peace, African Union Commissioner for Rural Economy and Agriculture; Julie Borlaug, Dr Borlaug's grand daughter, and John Hardman, Chief Executive of the Carter Center

Report from the Chairperson

New alliances forged

debates in local schools – which stole the show when they reached their climax at the symposium held in Jinja.

The celebrations enjoyed the support of the Uganda leadership, with the Vice President, Edward Ssekandi, opening the two-day Jinja symposium, while Tumusiime Rhoda Peace, the African Union Commissioner for Rural Economy and Agriculture, played a full part in the proceedings, both at Makerere and Jinja. It was also right that we should invite members of Dr Borlaug's family to experience a part of the extraordinary legacy left by the great man.

His daughter, Jeanie Borlaug Laube, and granddaughter, Julie Borlaug, were very welcome guests at the celebrations. We were also able to receive Ambassador Kenneth Quinn, President of the World Food Prize Foundation – originally created by Dr Borlaug. Later in the year, we attended the World Food Prize events in Des Moines where a film of our centenary celebrations was shown. It was also a great pleasure to see John Hardman, representing President Carter, and his wife Laura. A special video message from President Carter was shown at our Jinja symposium.

Enduring support

Finally, our own directors, including the former President of Benin, Nicéphore Soglo, and Katsumi Hirano, were well represented.

None of this, of course, would have been possible without the enduring support of Yohei Sasakawa and The Nippon Foundation. The son of Ryoichi, Yohei Sasakawa has been involved with SAA since its inception. He attended the Jinja symposium and contributed hugely to the discussion and debate.

At this point, let me thank our Executive Director, Masaaki Miyamoto, and his dedicated team in Tokyo, for all their hard work on our behalf, not least during the Borlaug celebrations. Also to SAA's Managing Director, Juliana

Rwelamira, and SAFE's Deola Naibakelao, for their respective leadership and success in their challenging programs of work. Both their reports are included in this document. I should also like to thank Roselline Nyamutale, our Uganda Country Director, well supported by her deputy, Emmanuel Kayaayo, and her staff, for managing to combine a busy SAA programme with all the extra work demanded by the centenary celebrations.

On board matters, my Vice Chair, Masa Iwanaga, stood down after six years. I would like to thank him for his many contributions. But I am also very pleased that Amit Roy, The President and Chief Executive Officer of the International Fertilizer Development Center (IFDC) has joined the SAA and SAFE boards. He has been a friend of SAA since the very early days and has made an enormous contribution to African agriculture and improvement in conditions for the smallholder farmer.

I mentioned earlier that this is a time to recognise anniversaries. In 2016 we are 30 years old – but as we look forward our overall objective will always remain the same. Support for the smallholder farmer: the life blood of African agriculture.

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).

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



2014 Management Report from the SAA Managing Director

My Chairperson, Professor Ruth Oniang'o, has described the importance of the celebrations in Uganda, in July, of the centenary of the birth of Dr Norman Borlaug. It certainly was a major highlight of our year. The year was also marked by other important events. These included progress with the implementation of the SAA Strategic Plan 2012 to 2016.

In the past three years of the implementation of the Strategic Plan, all countries and themes gradually achieved better program planning and implementation according to their log-frames, based on Plan activities. At Theme level, Crop Productivity Enhancement (CPE), Postharvest Handling and Agro-processing (PHAP), Public-Private Partnerships and Market Access (PPPMA) and Monitoring, Evaluation, Learning and Sharing (MELS) – all carried out recruitment of team members in the four focus countries in close collaboration with Country Directors. The scope of work for all themes increased in Nigeria to work in more states and more communities, as a result of funding from the Federal Ministry of Agriculture and Rural Development - as a result of the agreement signed in 2013. The project was launched in Katsina, Cross River, Benue and Ogun States. The project also started in the states of Anambra and Gombe, with funding from the World Bank through a project called The West African Agricultural Productivity Project (WAAPP). Similarly, in Uganda, all themes worked with more communities through the K+S funded Growth for Uganda - a new project in Apac and Dokolo Districts.

In July, SAA and SAFE senior staff worked together to review the SAA Strategic Plan to make its activities more measurable, achievable, and responsive to, and guided by, issues arising on the ground. In the same vein, PPPMA and MELS made major reviews of their thematic objectives, logframes and concept and procedures to align with the Strategic Plan. Also, CPE and PHAP looked at their concepts and procedures' documents and modified them as required to guide their in-country teams. Theme discussions are usually held during theme annual reviews through planning workshops /meetings involving all stakeholders as they assess their performance for the year and set targets for the New Year.

The Strategic Plan assumes strong inter-theme collaboration, especially at the grassroot level where the major clients – the farmers – are found. SAA / SAFE have thus made a conscience effort to follow a value chain approach. As far as possible, all themes are working with the same farmers, and with the same commodities. The commodities are identified by T3 through market surveys and assessments, identifying the most profitable and marketable opportunities. Where there is a good market or buyer, T1 and T2 support the production / processing of

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.

those specific crop / livestock enterprises. These may not make up an exclusive list as other crops / livestock may be added based on their characteristics, depending on factors such as resilience to climate, nutrition, etc.

Staff matters

SAA staff have grown in leaps and bounds over the past three years, from a total of 50 employees, in 2011, to a total of 165 employees in 2014. As more funds came in through projects (such as FMARD and USAID-MARKETS in Nigeria; K&S in Uganda; and AGRA in Mali and Nigeria) SAA has had to bring on board more staff. In Ethiopia, one Project Coordinator and five Program Officers joined us for three different projects. In Nigeria nine Program officers

2014 Management Report from the SAA Managing Director

and one Assistant Program Officer have been recruited for FMARD (6), MARKETS (2) and AGRA (2) funded projects. Uganda has recruited one additional program officer for the K+S project. In Ethiopia no new recruitment has been needed as three projects are being wound up. One Assistant Program Officer from Tokyo-HQ has been transferred to Uganda to assist in handling the relationship between SAA and JICA, as well as liaison with Japanese Embassies in Africa and also to coordinate the K+S Project.

At senior staff level, The Regional Program Officer (RPO) of Theme 2 resigned at the end of 2013; recruitment for her replacement was completed in April 2014 and the incumbent officially started working regionally from our Mali office in May. Also, in Mali, a Deputy Country Director / Theme 3 Leader joined the team in November 2013; in November 2014, he accepted the position of RPO for Theme 3. Overall, SAA has experienced an increase of nearly 11 per cent in staff numbers, and a one percent increase over 2013.

The ratio of male to female has improved over the years; overall, it is now 3 to 1, with variations by country. About 30 per cent of our professional staff are female, a remarkable growth from 2011 when it was only five per cent. SAA is, in fact, one of the few African institutions with a high proportion of professional female staff, ensuring a better, deeper and wider reach to women farmers along the value chain.

Staff turnover

Ethiopia has experiencing a high staff-turnover (6 POs and one accountant have resigned) mainly due to similar International NGO's arriving on the scene and picking out skilled and trained agronomists. They often offer

better pay packages which have become a challenge. Unfortunately, in June and December, the regional Program Officers resigned, one from Theme 3 and the other from Theme 2. The two themes are trying to replace them. No new recruitment has been done, as one of the major projects (BMGF-funded) will be completed and above 10 staff under this project will end their contracts by the end of December 2014.

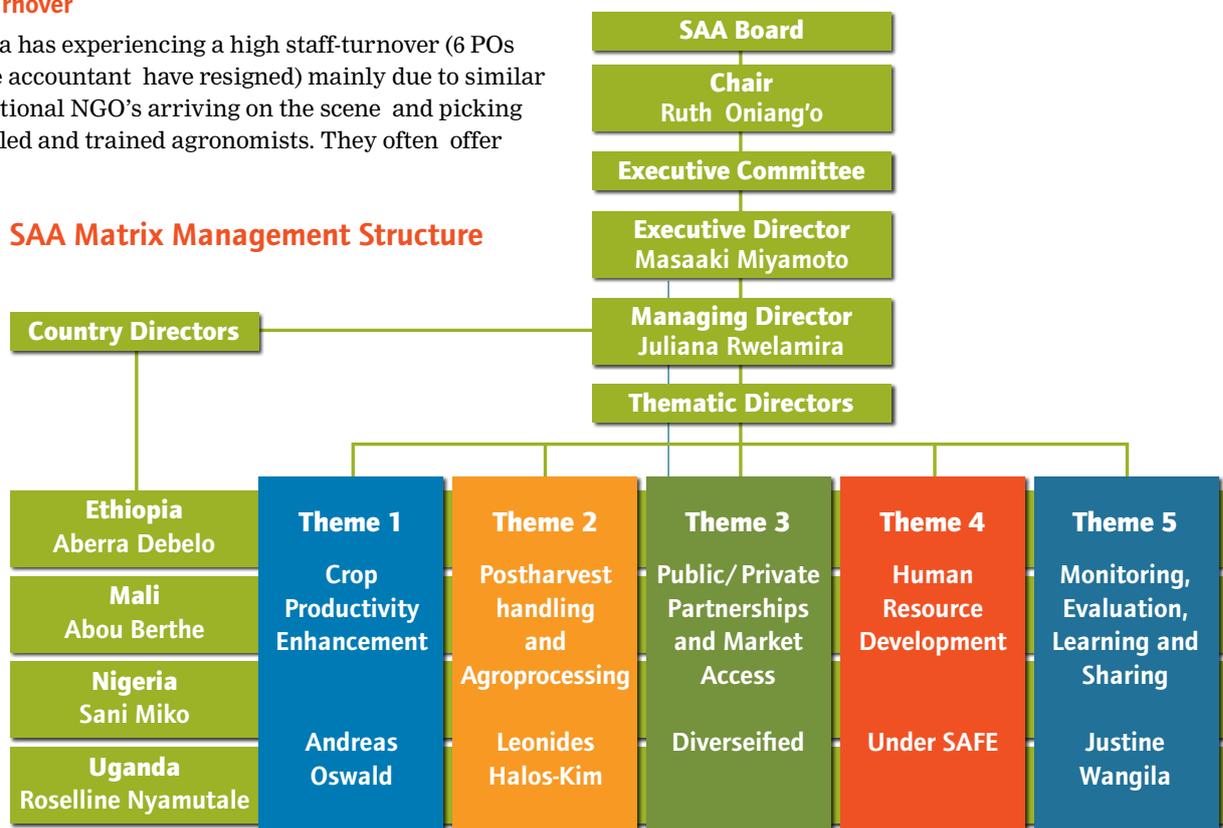
Matrix Management

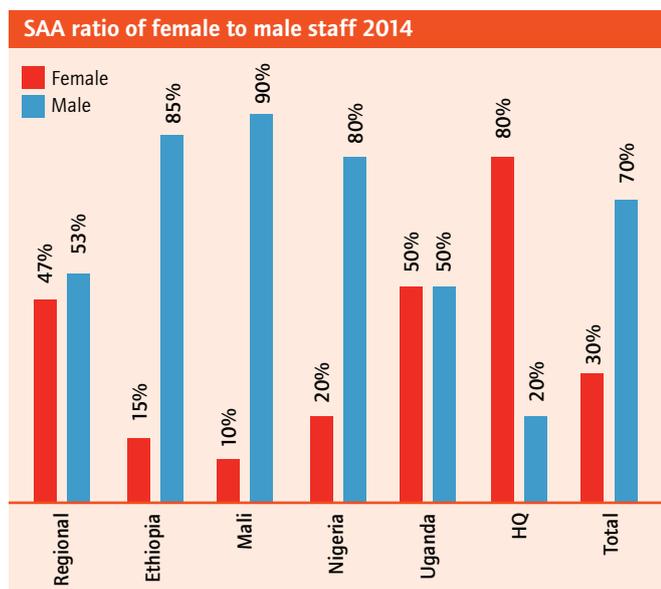
SAA continues to pursue and adhere to the Matrix Management approach, which, over the years, has become better understood by SAA / SAFE staff, through training and re-training. The last training session for 38 new staff members (who joined since 2011) was conducted in May 2013. Feed-back from the Country Directors indicated that it is working, but more effort needs to be made to improve consultation and feedback between Thematic Directors and Country Directors. Matrix Management also provides for better technical quality assurance and sharing of best practices in all thematic areas of the programme, and across the four SAA focus countries.

Staff Development and Growth

SAA has committed itself to become a learning organization that continually transforms itself to meet old and new demands. As indicated, there is an increasingly competitive market place for staff in Africa.

SAA Matrix Management Structure





By implementing the Borlaug Fund for Staff Development (\$50,000 annually) motivation is provided for staff and the criteria are now well understood throughout SAA.

Scholarships from the fund started in 2012, both for short term courses, workshops and meetings and for long term studies. Since 2012 two scholarships for PhD studies for Uganda and Nigeria, respectively, and two Masters' Degrees for Mali and Uganda, have been awarded. Short term training has also been awarded to staff using this fund. More staff training support from the Borlaug Fund will be facilitated in 2015.

SAA Management Information System (MIS)

MIS is now managed from Tokyo-HQ and is providing a sustainable service. The necessary steps have been taken and documents are now easily up loaded and accessed on the web for sharing or reference. All accountants are able to upload their office monthly expenditure reports on MIS. Other reports including technical quarterly, semester and later yearly reports are also shared in the same manner. For each category of staff (EDs, MDs, TDs, CDs & TCs) there is a restricted folder and a common folder to make sure that confidentiality is maintained. The SAA Website is also currently managed from Tokyo.

Resource Mobilization

SAA continues to enjoy strong support of The Nippon Foundation, since its inception. At the Borlaug Centenary symposium, Mr Yohei Sasakawa renewed his commitment "to work side by side with the farmers of Africa to help improve their lives and ensure that no child will go to bed hungry."

SAA has been able to diversifying its funding sources. Apart from The Nippon Foundation, SAA now receives

funding from the Alliance for a Green Revolution in Africa (AGRA), the Bill and Melinda Gates Foundation (BMGF), the Japan International Cooperation Agency (JICA) - supporting two SAA projects; the World Food Programme – Purchase for Progress Project (WFP-P4P); and the Canadian International Development Agency (CIDA) in Ethiopia; and Growth for Uganda K+S Aid Project. SAA-SG 2000 Nigeria is continuing its participation in the USAID-MARKETS II Project. FMARD + WAAP started funding SAA-SG 2000 work in six states in 2014 and are expected to increase funding to cover more states.

International Partnerships

SAA senior staff and executives participated in a number of international forums, including:

- Africa Green Revolution Forum, 1-3 September, 2014, Addis Ababa, Ethiopia
- World Food Program High level Expert Forum, 20-30 October, 2014, Rome, Italy
- World Food and Nutrition Forum, 9 October 2014, Berlin, Germany.
- World Food Prize, 15-17 October 2014, Des Moines, Iowa, USA

General concluding remark and future action

The implementation of the Strategic Plan 2012 in the four focus countries has so far resulted in an expansion of the SAA program. This is despite security problems in northern Nigeria and Mali, where insurgency activities, and now Ebola (in Nigeria), have caused some disruption to the program. I am pleased to say that most major activities and original output targets have been met, 60 per cent above target. In a few cases, 100 per cent achievement has been registered. During the Strategic Plan review some targets have been increased. "Anticipated Outcomes" can only really be judged after a full evaluation of the implementation of the Strategic Plan is undertaken.

However, I am confident that progress is being made – and that the thousands of smallholder farmers in our program are benefitting as a result.



THEME 1

CROP PRODUCTIVITY ENHANCEMENT

In 2014 the Crop Productivity Enhancement (CPE) theme component continued to be guided by the goals within the SAA Strategic Plan. The Farmer Learning Platform (FLP) approach was used to build and strengthen farmers' skills and enhance the capacity of Extension Agents (EAs). The CPE country teams achieved their 2014 plans. Training efforts were intensified and special emphasis given to monitoring and supervision efforts.

In Nigeria, however, 2014 was a rather unpredictable year politically and in terms of the security situation, which affected activities there. Among the field activities conducted were small-scale mechanization and the production of organic fertilizer at homesteads, while emphasis was also placed on seed production. The Federal Ministry of Agriculture & Rural Development (FMARD) project also started up in Nigeria in 2014, while the mobile training center in Uganda was fully used.

The Theme Director participated in international meetings to make contact with potential donors and collaborators, and acquire new information on new initiatives. Among these partners and potential collaborators were German company K+S Kali, the African Green Revolution Forum (AGRF) in Addis Ababa and the Global Forum for Rural Advisory Services (GFRAS). Data analysis of SAA demonstrations at University of Hohenheim, Germany, was also followed up.

Intensification of training and implementation of field activities

In 2014, a total of 2,745 extension agents were trained, of which 50% were in Ethiopia, due to the size and number of projects there. The EAs and Community-Based Facilitators (CBFs) trained farmers over three-to-five sessions per season. A total of 75,000 farmers were trained directly by trainers trained by SAA, while another 26,000 farmers were estimated to have benefited from training by SAA-trained lead-farmers.

A total of 1,159 Technology Option Plots (TOPs), 3,515 Women-Assisted Demonstrations (WADs), 488 Community Variety Plots (CVPs) and 395 Seed Priming Plots were implemented, the number of TOPs decreased by 17% and WADs by 23%. This fall was mainly due to a reduction in field activities in Ethiopia. Additionally, 1,364 other field demonstrations were implemented in Nigeria, Ethiopia and Uganda during 2014 (see Figure 1). The CPE theme is on course to meet the objectives of the Strategic Plan 2012-16.

Seed Multiplication Program

The Seed Multiplication Program was rejuvenated. In Uganda, 37 hectares (ha) of cassava, soybean and rice, were planted, while in Ethiopia 82 ha of potato, faba bean, rice, teff, wheat and barley were planted.



A sorghum farmer in the Mityana district, Uganda

In Mali, 8 ha were planted. Community seed multiplication was conducted in the Kayes, Ségou and Koulikoro regions. Crops included Djiguifa millet; Sewa and Bobodie sorghum varieties; Brico, Sotubaka and Djorobana maize varieties; and Yerwolo, Korobalen, Sangaranga and Wilibali cowpea varieties.

In Nigeria, field demonstrations implemented included 664 Management Training Plots (MTPs) under the FMARD project to promote productive techniques for growing staple foods crops. 40 demonstration plots for maize production were established under the USAID Markets project.

In Ethiopia, 240 variety comparison plots were established under the Nutritious Maize for Ethiopia (NuMe) project. In Uganda, 420 demonstration plots for Longe 10 drought-tolerant maize were established under The Nippon Foundation in collaboration with the NASECO Seed Company.

The role of the Commodity Association Trader

In Uganda, the involvement of Commodity Association Traders (CATs) enabled farmers to access knowledge and information on availability and access of inputs and markets for produce. The involvement of other themes in EA training diversified farmers' knowledge and their use of technology transfer. Continued monitoring and follow up of FLPs improved efficiency of project implementation.

The ongoing restructuring and reorganization of the agricultural extension system in Uganda boosted the importance of CBFs and CATs at sub-county level. The absence of field Extension Agents at sub-county level, due to restructuring of Uganda's national extension system, resulted into poor service delivery. Innovative approaches such as the use of CBFs and CATs played a big part in filling this vacuum for SAA, in terms of farmer training and inputs access.

Staff recruitment

During 2014, the CPE country team in Uganda recruited an additional Program Officer, bringing the team's strength



| Project | Function |
|------------------------------|---|
| The Nippon Foundation | Financing Agricultural Projects |
| NuMe | Nutritious Maize for Ethiopia promotion of Quality Protein maize in Ethiopia |
| JPP 2 | JICA Partnership Project funding for the development of sustainable agro-processing enterprises in Ethiopia). |
| USAID MARKETS | USAID/MARKETS Project in Nigeria contracted SAA to provide technical support to improve maize shelling, drying and storage. |
| AGRA | Alliance for a Green Revolution in Africa provided funding for a three year project in Mali on improving grain postharvest handling and capacity development to improve farmers' access to markets. |
| FMARD | Federal Ministry of Agriculture and Rural Development. Implementation of Agricultural value chains in collaboration with SAA Nigeria |
| K+S | K+S KALI GmbH is an internationally active potassium and magnesium producer , working with SG2000 Uganda to promote the crop value chain in North Uganda |

to one Thematic Coordinator and five Program Officers. In Nigeria, the team increased to one Thematic Coordinator and seven Program Officers. In Ethiopia, the CPE team consists of one Thematic Coordinator and eight Program Officers. In Mali, the staff of one Thematic Coordinator and one Program Officer was maintained.

Relations between the Thematic and Country Programs

Theme 1 continued to integrate CPE activities into the value-chain approach of SAA to make use of synergies with the other themes to serve farmers more efficiently. Inter-theme collaboration continued in all countries, mainly in regard to activities such as needs assessment (with all other thematic groups) and farmer training (mainly with Theme 3): Four workshops were held in different countries to set up a foundation for joint planning and implementation. More efforts to intensify collaboration were made, including attending the country planning meetings, holding inter-theme meetings with all countries, holding budget meetings, and making more frequent country visits.

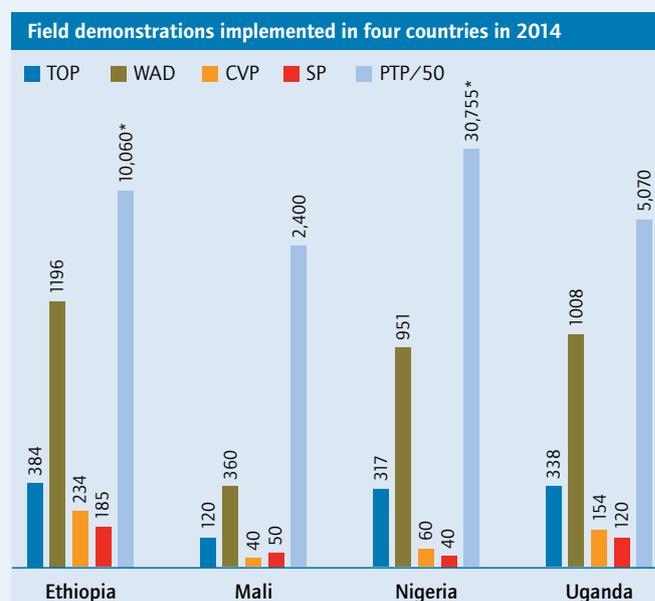
Relations with donor organizations developed during 2014. The Theme Director was the focal point for K+S in SAA and with Syngenta Foundation in Mali. He participated in meetings with CIMMYT on the NuMe project in Ethiopia and interacted with the YARA Foundation on possible funding.

Building on previously established relationships with the Japan International Cooperation Agency, K+S Kali, Nigeria's FMARD. In 2014 relations were strengthened with AGRA.

In Ethiopia, Bill and Melinda Gates Foundation and JICA projects will end in 2015, which will have significant consequences for the scope of CPE activities and will result in a reduction of CPE staff. In Nigeria, there is only Nippon Foundation and AGRA funding which allows for mid- and long term planning – USAID Markets is on an annual basis and State and FMARD funding is highly unpredictable.



A mobile training center enables SAA to reach farmers in remote areas of Uganda. Here it is operating in Kwera sub-county, Dokolo



*Achieved through various projects

THEME 2

POSTHARVEST AND AGROPROCESSING (PHAP) EXTENSION

SAA is well on track to realizing key outcomes of SAA's Strategic Plan 2012-16. Around 5,000 women processors in Ethiopia, Mali, Nigeria and Uganda are now engaged in agro-processing enterprises such as processing and packaging maize, rice, groundnuts, cassava, spices, milk products, animal feeds and confectioneries.

In Ethiopia alone, SAA's postharvest and agro-processing (PHAP) extension team has established 25 agro-processing enterprises benefitting over 3,400 members of rural women's agro-processing groups. The number of private service providers for crop threshing, shelling, rice milling and groundnut shelling reached 425 by mid-2014. This has already beaten the original target of 364 providers by the end of 2016.

Private service providers are reporting satisfaction with the way business is providing them with income and they are happy to help smallholder farmers improve the efficiency of their operations. The PHAP team is committed to encouraging more private entrepreneurs, especially the youth of rural areas, so that more farmers and agro-processors can access their technologies.



Florence Kalinaki, a farmer in Uganda, found that grain stored in a plastic tank on her smallholding retained the same quality after 18 months of storage as it had when it was harvested. She promotes the use of sealed storage to other farmers in her area

Reducing postharvest losses

The PHAP theme team also aims to reduce losses by 30% between 2012 and 2016.

Postharvest losses occur at different stages of the crops value chain. Assessment of losses at the farm level for maize, beans and rice was conducted in the 2013/14 cropping seasons in Apac and Dokolo districts of Uganda. These showed a cumulative average loss of 16.82% (maize), 16.43% (beans) and 15.30% (rice), excluding in-field transport.

These findings, as well as results from other needs assessments done by the teams indicate that most losses occur during drying and storage due to poor handling, consumption by rodents and insect infestation, which can become serious after only a month of storage. Some farmers use chemical control to reduce infestation, but this carries health risks for the farmers, if the chemicals are not properly applied.

The introduction of hermetic grain storage resulted in almost complete elimination of losses due to insect infestations, with grain quality maintained; in some cases even after one year of storage.

Our teams conducted training on proper management of farmers' current storage practice and introduced hermetic storage facilities, including Super Grain Bags (SGBs) and the Cocoon bag supplied by GrainPro®; metal silos introduced by CYMMYT; and the Purdue Improved Crop Storage (PICS) bag.

These technologies apply the principle of oxygen-free storage, which has proven effective in controlling insect pests. Grains stored in SGBs, PICS bags and metal silos for more than nine months were found to be insect-free, whereas grains stored in ordinary bags could be heavily infested after just one month.

One mother in Ethiopia expressed her satisfaction with the new storage method saying: "We shall not have to sift and eat left-over grains after the insects and rodents have finished. We now have enough good grains, even after three months."

PHAP is now linking farmers to suppliers. GrainPro® has established distributors of Super Grain Bags in Uganda and Ethiopia. PICS bags are now available in Nigeria, Mali and Ethiopia. Metal silos are now fabricated by trained technicians in Ethiopia.

Adapting plastic water tanks

To reduce costs and use technology that is widely available locally, the PHAP team adapted plastic water tanks by adding a rubber seal to make them suitable for storage of maize and beans. These were then demonstrated in Ethiopia, Nigeria and Uganda. After six months of use for

Theme Director:
Leonides Halos-Kim



storage, the plastic tanks were opened and no sign of insect infestation was observed.

The tanks were especially appreciated by women farmers in Uganda because they are locally available in different sizes, have zero cost to fumigants, are insect- and rodent-proof and are easy to manage. Florence, a farmer in Uganda, was thrilled that she was seeing “maize as good as newly harvested grain”, retaining its initial luster.

Economic analysis showed incomes benefitted by around \$700 for every ton of maize stored in plastic tanks for 3-4 months. As a result, there has been immediate uptake of the technology, but more needs to be done to inform a greater number of farmers.

One mother in Ethiopia expressed her satisfaction with the new storage method saying:

“ We shall not have to sift and eat left-over grains after the insects and rodents have finished. We now have enough good grains, even after three months. ”

Strategic Adaptations within the Country Programs

Country programs for PHAP are designed to help improve prospects for developing agro-processing enterprises. The country teams meet once a year to share experiences and technologies that could be adapted and scaled-up.

For example, we are learning from Nigeria how to develop a family-based agro-processing enterprise into a commercially viable enterprise, in the case of cassava processors in Ganye. In Ethiopia, we have some good experiences with Postharvest Extension and Learning Platform (PHELPS). However, PHELPS are part of an evolving strategy that needs to be integrated more closely with government extension programs to work more effectively. The Ethiopian extension system allows for this integration, but will need more refinements.

The Mali experience with Postharvest and Trading Centers (PHTCs), which is also based on the PHELP concept, could be a model to promote bulk marketing among Farmer-based Organizations (FBOs) in the other countries. Working with Theme 3, the PHTCs provide a platform for farmers to process their crops and negotiate better prices.

Uganda’s efforts to work along the value chain show the importance of role sharing to attain a goal, both within and outside SAA. It demonstrates how market-driven agro-processing enterprises can be developed to link farmers to raw material and financial resources.



Sulaiman Mulagye, service provider, used the manually operated maize sheller to start his business assisted by the Theme 2 Uganda team. After a year, he plans to expand his business and buy a motorized sheller

SAA is actively promoting the work of service providers in all countries. In addition to technical training, service providers need a strong linkage to financial services.

Strengthening the PHAP team

In 2014, five new staff were added to the PHAP team:

- **Aoga Antoine**, Food Technologist, has been a Regional Program Officer since May 2014, based in Mali
- **Senayit Yetnaber**, Food Scientist, is Program Officer (Ethiopia) on Nutrition Studies for the CIMYTT-funded Nutritious Maize for Ethiopia project (NuME)
- **Teshome Lemma**, Crop Protection Specialist, became Program Officer (Ethiopia) in January 2014
- **Traoure Oumer**, Extension Specialist, has been Program Officer (Mali) since February 2014
- **Sulaiman Mooshod Enewo**, an Agricultural Engineering graduate, became Program Officer (Nigeria) in August 2014.

Moving on

The value chain extension approach is taking forward SAA’s mission to improve the livelihoods of smallholder farmers. The development of the PHAP sector is a massive job. We need to strengthen inter-theme collaboration, involve more partners, provide financial support, develop linkages to markets, intensify promotion of more technologies, work on food safety and address many other areas.

THEME 3

PUBLIC PRIVATE PARTNERSHIPS AND MARKET ACCESS (PPP&MA)

For the Public Private Partnership and Market Access Theme, the year 2014 culminated with some important achievements:

- The Theme retreat was held in Ethiopia in April 2014 with review of workplan and theme main results.
- The Theme contribution to SAA global retreat, and Theme 3 led the editing of the retreat document.
- A workshop was held in Kampala in December, to refocus and streamline the Theme's activities, outputs and outcomes.

The main result of the Kampala meeting was the reduction of the number of Theme objectives from five to three and a reduction in the number of Theme activities from 22 to 10 activities. These three main objectives are focus on :

- Development and promotion of revenue-generating models.
- Support of emergence and development of Farmer Organizations (FOs).
- Support of partner of FOs to engage in viable business opportunities in partnership with service providers.

Emphasis has also been placed on promoting the work of farmers' organizations to reach wider farming communities during the remainder of the 2012-16 strategic plan period.

Ethiopia

In 2014, two Farmer-Based Organizations (FBOs) inventories and a databases were successfully created. The Theme team carried out a number of activities over the year, of which some are highlighted below:

One regional and four Woreda-level forums were facilitated and conducted. Fifty private service providers were identified and trained on effective service provision.



Market of legumes in rift valley area (Ethiopia)

FBOs were identified from the Southern Nations, Nationalities and People's Region (SNNPR), Somali, Dire Dawa and Harari regions. These include three Primary Cooperatives, two Cooperative Unions (CUs), 12 Commodities Associations (CAs), two seed producers and two Youth Groups in the SNNPR; eight PCs, one seed producer, three women's Groups in Somali, one youth group and one women's group in Dire Dawa and one youth group and two women's groups in Harari.

Inventories and needs assessments for 40 FBOs were conducted.

In Alamata Woreda, training sessions were organized with 154 trainee farmers, who produce vegetables through irrigation. These sessions covered marketing and business management.

In the Woredas covered by the Bill and Melinda Gates Foundation (BMGF) project, almost all Farmer Training Centres (FTCs) have planted wheat and teff on their plots and have a good yield, and feed for the fattening program. In all of the FTCs, infrastructure was completed and business enterprises for fattening, dairy, poultry and crop production have been started.

Two training sessions on financial record keeping and management were given to 53 trainees from FTCs.

A market survey of rice crops in various areas was conducted to facilitate market linkages for farmers. The Cooperative Union in Tselemti Woreda has sold more than 500 quintals of rice to urban consumers and local traders. In Wolkait Woreda, local traders also linked to woreda traders and more than 700 quintals of paddy rice was sold by farmers.

Mali

Various forums and workshops were carried out during the year covering the range of topics covered by the Theme. Micro-finance institutions (MFIs) facilitated market access for FBOs by making financial products available to producers and traders.

For the Alliance for a Green Revolution in Africa (AGRA) project, 10 village agents were trained in how to provide new capacities to leaders of farmers' unions.

Within SAA activity, 20 post-harvest services providers were trained in business management, two workshops were organized on value chain actors' linkage and and an AGRA project capitalization workshop was held in September 2014 at Sikasso.

Market studies have been done on the value chains for agricultural products (fonio and sesame), involving 45 producers, 30 agro-processing units, 25 traders and 20 consumers in main towns.



A rural market in Uganda where produce is readily available

Ten business plans have been developed for FBOs on input procurement and market outlets. Eleven training sessions were conducted for 115 participants in four regions, based on four business models (warrantage, input shop, MFI-led and trader-supported). The Theme contributed to inter-theme training for agents and producers in Mali, organizing two joint training sessions involving all themes apart from Theme 4. These training sessions targeted 30 extension agents, 26 FBO animators (future CATs) in 54 villages.

A survey of 22 members of the Malian Association of Seeds Producers was conducted on to assess and prioritize training needs in Mali. A training session on the development of the business plan organized by SAA was attended by 14 managers from 11 seed companies. Fifty Commodity Associations belonging to the eleven farmers' unions that have participated on the national cereal stock exchange were linked to markets.

Nigeria

A directory developed in 2012 was updated to include new service providers, especially along the value chains of maize, rice, soybean and sesame. The document was shared with farmers' groups, to highlight convenient linkages and transactions with other value chain actors especially agro-input dealers, suppliers, threshing services and commodity off takers.

The SAA 2014 National Annual Review and Planning Workshop for Stakeholders was held in February at Zaria with nearly 100 key stakeholder participants from research, extension, agro-inputs companies, processing companies, and fabrication firms, banks, and commodity trading concerns.

Training of Extension Agents on a value chain approach to extension delivery involved 345 extension agents and was conducted in Adamawa, Gombe, Jigawa and Kano states. Training on Value Chain Mapping and Rapid Market Assessment (RMA) included training for selected EAs and lead farmers on skills for assessing agricultural markets using a Rapid Market Assessment (RMA) tool. Training

on business plan development for EAs, subject-matter specialists and lead farmers was conducted to ensure that necessary skills and knowledge are acquired to support smallholder farmers develop their selected enterprises profitably.

Through improved linkages between FBOs and entrepreneurs with market chain actors, many farmer groups were connected to off takers during the year. This resulted in supply of 8,500m tonnes of assorted grain with 4,500m tonnes of paddy rice for 70 Farmers Groups (FGs), 1,500m tonnes of soybean for 50 FGs, and 2,500m tonnes of maize for 30 FGs.

Farmer Groups' linkages to inputs dealers were also improved. In one instance, rice farmers were linked to protective net dealers in Kano, in order to tackle birds attack on rice farms in Ogun State resulting in the loss of up to 40% of yields.

Forty-five farmer groups were helped to open accounts with the Bank of Agriculture and Standard Micro-Finance Bank, Yola branch. Already, Standard Micro-Finance Bank has carried out credit needs assessment and trained 168 farmers on financial literacy and management prelude to disbursement of loans to benefitting farmer groups.

Uganda

One annual meeting and three quarterly meetings were attended by seed companies, traders, insurance companies, Extension Agents, the Agriculture Ministry, district leaders, CBFs, CATs and others.

Seven meetings were held with Uganda Development Bank (UDB), Opportunity Bank, Centenary Bank Uganda and other stakeholders on how best to facilitate FBO access to agricultural funds.

Progress was also made in farming communities. A total of \$98,064 has been saved by 51 Village Savings and Loan Associations. Two hundred farmer groups out of 480 were trained in savings and lending in Dokolo and Apac, resulting in cumulative savings of \$320, 000 by Dec 2014. Similar training was carried out in other areas.

The introduction of a private service model for crop spraying was achieved in Tororo.

The mobilization of farmer groups and the registration level of FBOs were at high levels. In one example, three groups in Mahyoro have registered as cooperatives, enabling them to benefit from government programs designed to help them access low interest funds from microfinance centers and UDB, as well as skills development training.

SAA has also been working to facilitating 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.

SAFE/THEME 4

SASAKAWA AFRICA FUND FOR EXTENSION EDUCATION

Ethiopia

Having recognized that the current mid-career curriculum is weak on pastoral issues, we engaged two universities in two pastoral regions of Ethiopia: Jigjiga University in Somali Region and Samara University in Afar Region to redress the situation. The two universities have therefore jointly produced a pastoral-oriented curriculum. The curriculum was reviewed and approved during a curriculum validation workshop involving representatives from the two regional governments, Federal Ministry of Agriculture and the two universities. They planned to launch the program in the next academic year.

Some regions in Ethiopia have expressed preference for summer degree programs for their diploma holding staff. Their reason is that a full time program takes away their staff from their work for too long. They would like programs that are run during low agricultural activity periods so that staff are back at work during peak activity periods. Following these requests, a workshop was organized to restructure the current curriculum for the 'summer' program. Accordingly, university delegates restructured the curriculum for the 'summer' version of the program and it is now ready for implementation. This will be a four year degree program instead of 2.5 years for the full time program.

A value chain training workshop was organized for 19 teaching staff from eight universities in Ethiopia and two staff of SAA in August 2014. The value chain concept is well accepted by universities which are now working hard to embrace it in their teaching. The SEPs (Supervised Enterprise Projects) workshops conducted in all Ethiopian universities also showed an improvement in terms of embracing the value chain orientation.

In addition, SAFE participated in organizing the first national conference of the Ethiopian Society of Rural Development and Agricultural Extension (ESRDAE) in November 2014.

Another meeting was organized for mid-career alumni representatives of Ethiopian universities to explore the possibilities of strengthening Alumni Associations. The main outcome of the meeting was an agreement to form an association for each university and have an apex committee at national level to coordinate issues of common interest across associations.

Uganda

Makerere University is working on an accreditation arrangement with a diploma college, Bukalasa. If this succeeds, the university will come up with a two-track curriculum – one for mid-career professionals and another for the high school graduates.

Representatives of Makerere and Bukalasa visited the University of Cape Coast in Ghana for lesson learning. This was followed by a consultative workshop where modalities and a roadmap were agreed. The consultative workshop was also attended by representatives from the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) which has since written a letter to Makerere endorsing the accreditation initiative. The Department of Extension and Innovation Studies at Makerere has since developed an accreditation proposal which is now awaiting approval by the University Council.

Nigeria

In the 2013/2014 academic sessions, SAFE programs in Nigeria embarked on the curriculum review process to meet emerging needs of farmers in the country. Various efforts have been made to mainstream the value chain into the curricula. Ahmadu Bello University (ABU) and Bayero University of Kano (BUK) have jointly developed the content of the course (manuals) on the Value Chain to be taught by a team of lecturers from agricultural economics, agronomy, animal science and food technology.

Specifically, BUK, has made the following efforts at implementing a Value Chain Oriented Curriculum. A strong synergy was established among the departments in developing the Value Chain curriculum. SAFE liaises with the Center for Entrepreneurship Education to teach some of the VC courses. Adamawa State University, University of Ilorin and Usmanu Dan Fodiyo University have also developed their curricula along the value chain courses. All universities have made conscious effort, in the 2014 academic year, to reorient the SEPs of midcareer students to cover the entire value chain of commodities of interest to farmer groups.

A two day workshop was organized at the University of Ilorin to discuss issues of sustaining and improving the SAFE programme among participating Universities.

Bayero University has developed nine modules for short courses while another six modules are currently being edited. Subsequently, BUK organized formal and informal training (in the form of short courses) in collaboration with state ADPs and Universities and trained 316 extension agents, farmers and processors in Adamawa, Jigawa and Gombe states.

After training, it was observed that participants learned improved ways of wheat production and possible opportunities in processing wheat into flour and semovita. The extension agents can now calibrate their sprayers and calculate the right dose of fertilizer using the research recommendations.

Various SEPs have been implemented by SAFE students

Managing Director:
Dr Deola Naibakelao



SAFE partnered with Makerere University during the Borlaug centenary celebrations in Uganda in July 2014, jointly organising a symposium entitled "Take it to the farmer: the relevance of universities in agricultural transformation in Uganda." A packed conference hall at Makerere heard contributions from Paul Kibwika, Head of Department of Extension and Innovation Studies. Professor Bernard Bashaasha, Principal of the College of Agricultural and Environmental Sciences, Dr Swaibu Mbowa, Senior Research Fellow of the Economic Policy Research Centre, Dr David Norman, Group Vice President, Winrock International, Dr Tim Chancellor, Director of Capacity and Strengthening and Learning of the Natural Resources Institute of the University of Greenwich and Dr Deola Naibakeleo, Managing Director of SAFE. The symposium was opened by Makerere's Chancellor, George Mondo Kagonyera, seen greeting SAFE board member, the former President of Benin, Nicéphore Soglo and the AU Commissioner for Rural Economy and Agriculture, Tumusiime Rhoda Peace.

Closing the symposium, the Chairperson of SAFE (and SAA), Professor Ruth Oniang'o, said, "We are collectively taking it to the farmers...we acknowledge what Uganda has done to move agriculture forward."

with farmers and farmer groups in the rural communities. These projects were intended to solve particular problems of farmers along the entire value chain agriculture.

In 2014, the ABU SAFE program graduated only seven candidates. These set of candidates were the lowest number of students to be graduated in the history of the ABU SAFE program largely due to the drop out rate and non-completion of SEPs projects from the unrest situation in the northern part of the country. The enrolment and number of graduates in other universities continued to increase.

Mali

As per the agreement of SAFE francophone partner institutions to develop common training manuals, 12 manuals were developed in the 2014/2015 academic year. The University of Ségou admitted its first batch of 25 students in January 2015 and value chain oriented modules were developed for the program.

Students at IPR/IFRA continued conducting value chain oriented SEPs and the government has supported the supervision of SEPs. In the past two academic years the female intake at Samanko has significantly increased reaching up to 42%. IPR and Samanko have sustained the program after the termination of direct support by SAFE.

The enterprise centers remain the place where value addition practices are performed by students. Between 2014 and 2015, the entrepreneurial projects performed in the technology villages at IPR/IFRA and CAA Samanko includes the breeding of crossbred chickens, production and processing of peanuts, papaya, onions and garlic. SAFE has provided the IPR Enterprise center with a deep freezer to help preserving some seasonal raw materials.

E-learning project for SAFE partner institutions in Francophone countries is underway. The program will be fully devoted to distance learning and more particularly to online training.

A panel discussion was organized in Bamako on September 20, 2014. The objective of the panel was to make the SAFE programs more visible and raise the awareness of young girls to embrace a career in Agriculture. The panel brought together the "excellent students" from various geographical regions of Mali.

Regional activities

A SAFE Regional Technical workshop was organized in Bamako, Mali from February 11 – 13, 2014, with the theme "The Analysis of Options to Design and Implement the SEPs (Supervised Enterprise Project) Oriented on the Value Chain Approach". Participants were drawn from francophone and Anglophone SAFE partner Universities and colleges as well as the Ministries of Agriculture and Rural Development of individual countries.

The objective of the workshop was to enable participants understand the value chain concept; analyse if the SEPs, already implemented in various fields (agriculture, livestock, forestry, etc.), are consistent with the value chain approach; assess the challenges of SAFE institutions in the implementation of value chain oriented SEPs; and develop proposals to fully implement SEPs in line with the value chain approach.

SAFE, in collaboration with the African Forum for Agricultural Advisory Services (AFAAS) organized a side event with other stakeholders during the RUFORUM biennial conference under the theme: "Extension Education and Training: A link for translating outputs of agricultural science to meet smallholder farmers' needs in Africa" on 22 July 2014 in Maputo, Mozambique. A paper



Deola Naibakeleo with Winrock's Group Vice President David Norman at the Makerere Symposium in July 2014

on SAFE was presented at the side event which generated tremendous interest and exchanges. The occasion raised the profile of SAFE considerably.

Summary Report of Farmer Based Organization (FBO) projects

The FBO project has started to show evidence of positive impact on the performance of farmer groups. Farmers have received a wide range of training covering knowledge and skills in business; entrepreneurship; group development and management; and, enterprise-specific technical management. These trainings sessions have been given in the form of short training courses, on-site coaching and look and learn visits.

In Uganda, a single 'look and learn visit' has re-energized the association members to broaden their income-generating activities beyond cassava which is seasonal. The members have embarked on poultry and piggery as a result of the visit. In Ethiopia, several cooperative societies have expanded their income generating activities to include crops like maize, wheat and teff during the rainy season; and, irrigation where they grow vegetables during the dry season – including high value crops like seed onions.

In Mali, ten training modules identified enterprises were developed and used to train FBO leaders, SMSs and members in Koulikoro, Sikasso, and Ségou regions. In addition, TOTs' sessions were organized for 60 trainers. In collaboration with Winrock International's "Farmer to Farmer" project, several training sessions were conducted on the marketing and competitiveness, post-harvest management in agri-business and entrepreneurship.

In all countries, the FBO project has played a key role in linking farmers to markets and, in some cases, assisting the groups in negotiating contracts. .

In Mali, SAFE facilitated a linkage between the World Food Program and the cowpea platforms of Cinzana and Baroueli to share market information system. Another contract was signed between PROSEMA (Promotion du Sesame au Mali) between the sesame platform of Banamba.

In Nigeria, baseline survey and skill gap analysis was carried out on 300 identified farmer groups to assess their present situation and the areas where their skills needed improvement. Seven Training modules for FBO capacity development have been developed.

Multi-actor value chain platforms were established. The platform comprises of the following actors – producers, processors, marketers, input dealers, financial agencies, local leaders. Eight MAVCP value chain platforms were established in 2013 and eight (8) in 2014 making a total of 16 were established.

Groups of farmers with physical disability have special needs in agricultural production and extension delivery. These groups have been addressed in Kano, Jigawa and Gombe states through the Physically Disabled Farmers Assisted Demonstrations (DAD).

SAFE Student Statistics, as of December 2014

| Mid-career BSc and Diploma Courses | Graduated | Current | Total |
|---|------------------|----------------|--------------|
| University of Cape Coast, Ghana (B.Sc.) | 505 | 24 | 529 |
| Kawadaso Agric. College, Ghana (Diploma) | 561 | 14 | 575 |
| Haramaya, Ethiopia (B.Sc.) | 464 | 125 | 589 |
| Hawasa, Ethiopia (B.Sc.) | 194 | 26 | 220 |
| Makerere, Uganda (B.Sc.) | 294 | 119 | 413 |
| Sokoine, Tanzania (B.Sc.) | 896 | 119 | 1015 |
| IPR/IFRA, Mali (Maitrise) | 189 | 81 | 270 |
| Samanko Centre, Mali (Diploma) | 127 | 83 | 210 |
| Ahmadu Bello, Nigeria (B.Sc.) | 150 | 39 | 189 |
| Bayero University, Nigeria (B.Sc) | 129 | 65 | 194 |
| Abomey-Calavi, Benin (B.Sc.) | 138 | 59 | 197 |
| Bobo-Dioulasso, Burkina Faso (B.Sc.) | 84 | 49 | 133 |
| Lilongwe University, Malawi (B.Sc.) | 75 | 73 | 148 |
| Bahir Dar University, Ethiopia (B.Sc.) | 32 | 94 | 126 |
| Adamawa State University, Nigeria (B.Sc.) | - | 79 | 79 |
| Illorin University, Nigeria (B.Sc.) | 11 | 31 | 42 |
| Mekele University, Ethiopia (B.Sc.) | 40 | 89 | 129 |
| Wollo University, Ethiopia (B.Sc.) | - | 93 | 93 |
| Jimma University, Ethiopia (B.Sc.) | - | 46 | 46 |
| Usmanu Danfodiyo Univ., Nigeria (B.Sc.) | - | 17 | 17 |
| University of Ségou, Mali (B.Sc.) | - | - | - |
| Sub-Total | 3,889 | 1,325 | 5,214 |
| SCHOLARSHIPS | Graduated | Current | Total |
| Diploma | 6 | - | 6 |
| B.Sc. | 33 | - | 33 |
| M.Sc. | 60 | 2 | 62 |
| PhD | 9 | 4 | 13 |
| Sub-Total | 108 | 6 | 114 |
| Grand Total | 3,997 | 1,331 | 5,328 |

THEME 5

MONITORING, EVALUATION, LEARNING AND SHARING (MELS)

The overall objective of the Monitoring, Evaluation, Learning and Sharing (MELS) theme is to establish a relevant, efficient and effective monitoring, evaluation, learning and sharing system to drive SAA's evidence-based programs.

To that end, the development of MELS activities has been reviewed to ensure that the theme team's work best serves the activities of other themes and help build SAA's capacity as effectively as possible.

The MELS Logframe and concepts and procedures were revised to meet the demands of other themes and management in generating evidence of SAA's interventions. Accordingly, the MELS theme strategic specific objectives and expected outcomes have been revised as follows:

Strategic Specific Objectives

1. To effectively and efficiently undertake baseline surveys and needs assessments on interventions in SAA sites over the period 2012-16.
2. To collect, analyze, use and report in a continuous and systematic manner; monitoring data and information from selected SAA intervention areas.
3. To develop and implement appropriate methodologies and tools to measure and assess SAA program and project impacts on smallholder farmers, partners and agricultural development in the four focus countries.
4. To develop and implement appropriate strategies for periodic internally and/or externally commissioned evaluations to assess performance - relevance, efficiency, effectiveness, impact and sustainability, and guide decision-making.
5. To ensure monitoring and evaluation involving partners take place for evidence-based reporting and impact assessment; and share lessons and good practices on SAA interventions.

Expected Outcomes

1. Identification of the needs and priorities of farmers, other target beneficiaries and partners, then addressing them effectively through SAA interventions.
2. Baselines or benchmarks will be made known and available for impact assessment in SAA intervention areas.
3. Monitoring information will be made available in real-time for informed decision-making.
4. Relevance, efficiency, effectiveness, impact and sustainability of SAA interventions will be well understood through evaluations within SAA and among partners.
5. Lessons and best practices from interventions will be shared and understood within SAA and with partners, stakeholders and investors.

Program Officer:
Ethiopia Tadesse



In 2014, MELS staff visited Ethiopia, Mali, Nigeria and Uganda. These visits included seminars on MELS methodologies, approaches, activities and outputs for all SAA program staff. The visits increased understanding of inter-theme collaboration in different activities and intervention areas along the value chain; they addressed challenges in improving collaboration; and they also improved knowledge on accessing and using SAA Management Information System (MIS) by staff. Further training was also given to SAA technical staff and partners to aid capacity building in Ethiopia, Mali, and Nigeria.

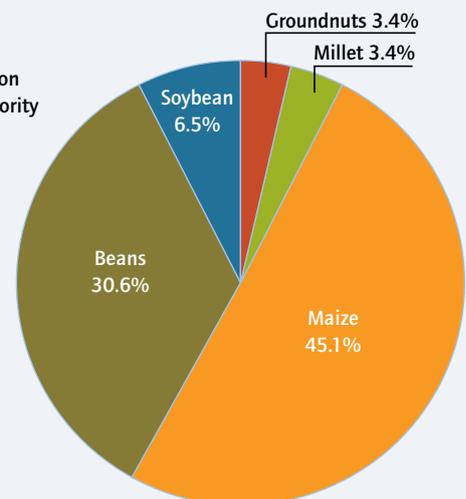
MELS recruited a Program Officer and Data Manager for Nigeria. Meanwhile, the MELS Thematic Director and 3 Program Officers from Ethiopia left the organization.

Baseline Surveys and Needs Assessments

Needs assessments were undertaken in Mali, Nigeria and Uganda. These helped tailor interventions to farmers' needs and improve SAA approaches to agricultural production, post-harvest handling and agro-processing, and helped increase market access.

The MELS theme team provided guidance on the needs assessments and baseline surveys for the SAFE-implemented Farmer-based Organizations (FBOs) project in the four countries. For example, in Uganda, the baseline survey for the FBO Project was carried out in nine districts. Priority crops as reported by the sampled FBOs in the 9 districts are summarized on Figure 1.

Fig 1: Baseline data on the prevalence of priority crops grown.



Monitoring

In Ethiopia, MELS continued to refine the web-based output monitoring system (WIMS) and train SAA staff to use it. Usage of WIMS has been very encouraging and ways to extend the tool to Mali, Nigeria and Uganda are being explored.

In Ethiopia, the main technologies farmers learned were improved seed variety (reported by 49% of participants) and row planting (reported by 75% of participants). Demonstration of post-harvest (PH) equipment, such

THEME 5

MONITORING, EVALUATION, LEARNING AND SHARING (MELS)

as threshers and rice mills, in Tigray was successful, creating demand for rice-related PH technologies and the rice crop itself. On the other hand, frequent brakeage of PH equipment has become a challenge that has affected promotion and adoption of equipment.

In Mali, farmers were able to access credit, postharvest technologies reduced women's work burden and new input shops eased producers' access to farm inputs. In areas under the *Projet urgence appui campagne agricole (PUCA)* project, the average reimbursement rates for the revolving fund declined from 94.5% in 2012 to 74.5% in 2013 due to poor harvests. The collective purchase of inputs has increased from 39.5% to 100% in 2014.

In Nigeria, the MELS team led and participated in the monitoring of the USAID-MARKETS II project.

Results from outcome monitoring of the Crop Productivity and Enhancement (CPE) theme in Uganda showed 96% of respondents received training on SAA-promoted crop production technologies and practices.

Evaluation

In Ethiopia, the internal and external mid-term evaluations of the Strengthening Agricultural Extension Delivery in Ethiopia (SAEDE) Project and the Women Empowerment Project (WEP) were finalized. In Mali, the external evaluation of the Postharvest and Market Access (MAP) project, funded by the Alliance for a Green Revolution in Africa (AGRA), was completed.

Evaluation of training for Extension Agents (EAs), conducted by the CPE theme, was undertaken in Uganda. EAs reported the training as relevant and easily understandable.



An enumerator recruited by the MELS theme interviewing a farmer in Uganda – helping to tailor interventions to farmers' needs



MELS Program Officer interviewing a farmer in Uganda – supporting MELS evidence-based programs

Impact Assessments/ In-depth Studies

SAA significantly contributed to the introduction and promotion of line planting of Tef, Ethiopia. Field days are found to be effective extension tools. Technologies learned and retained by farmers when surveyed after their participation in field days includes row planting (93%), improved use of varieties of seeds (65%) and proper application of fertilizers (70%). There is need for improved maintenance service provision, as well as close follow up monitoring of postharvest machines.

In Mali, an assessment of a Credit Revolving Fund project was undertaken. In-depth studies on the relevance of SAA training, rice and maize value chains and the adoption of improved technologies from the CPE and Postharvest and Agro-processing (PHAP) themes were conducted in Nigeria.

In Uganda, Zirowe Agri-business and Training Association (ZABTA) has registered improved access to reliable agro-inputs, especially seed, and improved quality of produce due to the development of agro-processing enterprises. This higher quality produce attracts premium prices and gives farmers more bargaining power. In addition, there is improved access to credit as a result of the success of Village Savings and Loan Associations (VSLAs).

Learning and Sharing

Findings and results from needs assessments, baseline surveys, monitoring and in-depth studies are shared within SAA programs and partners through reports, workshops, and informal discussions. The MELS theme team facilitated writing up of technical/policy briefs and best practices. Together with SAEDE project management, the MELS team has co-authored a book – *Successes and Achievements of the SAEDE Project*. The MELS theme continues to strive to make SAA an evidence-based organization.

All MELS theme reports are available on the MELS Site on SAA MIS Space sites.google.com/a/saa-safe.org/mis/theme-5

ETHIOPIA

Country Report

Country Director:
Dr Aberra Debelo



In 2014, SAA (SG2000) Ethiopia implemented six projects in 53 Woredas (districts) of 10 Regional States, covering more than 200 Kebeles (sub-districts). Overall implementation of activities went as planned in line with the SAA strategic plan.

The projects are:

1. The core project, funded by The Nippon Foundation .
2. Strengthening Agricultural Extension Delivery in Ethiopia (SAEDE), funded by the Bill and Melinda Gates Foundation (BMGF).
3. The Nutritious Maize (NuME) project), funded by the Canadian Department of Foreign Affairs, Trade & Development (DFATD), through CIMMYT.
4. The Women Economic Leadership (WEL) project run by the Agricultural Transformation Agency (ATA) and SAA.
5. Promoting Crop Diversification and Advanced Technologies in Tigray (PCDAT), funded by the Japan International Cooperation Agency (JICA), as part of the JICA Partnership Project 2 (JPP2)
6. Digital Green, funded by Digital Green India.

Meeting the objectives of the Strategic Plan:

Crop Productivity Enhancement (CPE)

CPE operated in 10 Regional States, 53 Woredas and 178 kebeles on The Nippon Foundation, BMGF, NuME and JPP2 projects.

Based on training needs of farmers, subject-matter specialists (SMSs) and Development Agents (DAs), a total of 24,041 participants, of which 18% were women, were trained in all intervention areas using adult learning concepts.

Following the training a total of 7,352 demonstrations were established, including 384 Technology Option Plots (TOPs), 1,196 Women Assisted Demonstrations (WADs), 234 Community Variety Plots (CVPs), 185 seed priming demonstrations, 5,330 Production Test Plots (PTPs) and 23 conservation agriculture demonstrations.

Demonstrations of four Quality Protein Maize (QPM) varieties (AMH760Q, BHQPY545, MHQ138 and Melkassa 6Q) for yield and food preparation were carried out. Two types of improved plow were identified and demonstrated to farmers, and 134 compost demonstrations were also established.

Thirteen youth groups totaling 155 members and 15 women groups of 167 members were organized and received training on basic beekeeping and small ruminant management practices. Community-based seed multiplication was conducted on a total area of 82 ha, of



Demonstration of food preparation using Quality Protein Maize (QPM) at Shebedino woreda

which 71 ha were on farmers' plots, while the remaining 11 ha were on Farmer Training Center (FTC) land. A total of 84,281 participants, including researchers, regional, zonal and Woreda officials as well as agricultural staff and farmers, attended farmers' field days organized at regional and Woreda levels.

Postharvest and Agro-processing (PHAP)

Improved postharvest machinery to reduce crop losses and improve product quality was demonstrated to farming communities. Prior to these demonstrations, a total of 1,307 participants (1,067 Extension Agents, 30 service providers, 18 technicians and 192 farmer-operators) were trained on the usage of the PHAP machinery. They, in turn, trained 8,734 farmers.

Eight PHAP training manuals on record keeping, feed processing, milk processing, cooperative accounting, diesel engine operation and food recipe were developed and updated. A total of 20 crop threshing/shelling service providers gave services to farmers at cost in five different areas.

Three agroprocessing enterprises have been established in Amhara, Benshangul and SNNP regions. Most of the agro-processing enterprises established for women are running smoothly. A total of 126 demonstrations were conducted for 13,898 participants (10,541 men, 3,357 women) and three farmers' field days were organized.

PHAP technologies such as the maize sheller, grain cleaner and hermetic storage (metal silo, PVC and PICs bags) were demonstrated to 1,500 participants (1100 men, 400 women).

For the NuME project, farmers' field days were conducted in 11 Woredas in three regions. QPM-based traditional foods (10 food products) were demonstrated for a total of 5,151 farmers (3,974 men, 1,177 women).

ETHIOPIA

Country Report

Public-Private Partnership and Market Access (PPP & MA)

Major projects undertaken in 2014 include: facilitating discussion forums; enhancing a cost-sharing system among stakeholders; conducting a market study and assisting on business plan preparation and market assessment; linking FBOs to market; capacity building of Farmer Based Organizations (FBOs) (Women and Youth on group dynamics and entrepreneurship); conducting credit need assessment; borrowers guide preparation and distribution; follow up of loan repayment; and establishment of 10 Village Saving and Loan Association (VSLA). A database was created and one regional and 4 Woreda-level forums were facilitated and 50 business service providers (BSPs) were identified and trained.

Eleven primary cooperatives, 2 Cooperative Unions, 12 Commodity Associations (CAs), 3 Seed producers, 6 youth groups, and 12 Women Groups were supported and trained in group formation, group dynamics, business plan and enterprise development, finance record keeping and cooperative management. The theme also facilitated linkages between FBOs and entrepreneurs, training FBOs in quality standards, and supporting women and youth organizations. As a result, CAs and other cooperatives member farmers delivered 4,939 tons of grain to the market.

Human Resources Development and Information Technology

Woreda Extension Resource Centers (WERCs) were established in seventeen Woredas, while four Agricultural Technical and Vocational Education Training (ATVET) colleges enhanced timely availability of up-to-date information, communication and reporting. To improve use of the centers, 42 experts were trained in computer maintenance, use and networking. SAA, in collaboration with the Ministry of Agriculture (MoA), also finalized writing-up and publication of eight value-chain based training modules. SAA, in partnership with Mekele, Bahir Dar, Hawassa and Haromaya Universities, assisted 25 mid-career students to conduct research on existing development challenges for farmers. SAA, in collaboration with MoA and Digital Green (DG) India team, introduced and promoted DG technology in three Woredas (Bure, Jabitehnan and Dembecha). SAA is now attempting to scale up this technology to all NuME-target Woredas.

Monitoring, Evaluation, Learning and Sharing (MELS)

The MELS theme implemented activities in seven SAEDE project Woredas and 28 FTCs. MELS-Ethiopia has focused on publishing and sharing monitoring and evaluation reports. Six best practice series were published, and three in-depth studies reports were reviewed for publication. These were: i) status and prospects of CAs, ii) promotion of rice in Tigray Region, and iii) effectiveness and efficiency of field days.

Periodic monitoring was also conducted during the year. MELS has conducted seven outcome-monitoring surveys and six in-depth studies. It has provided training to DAs and Woreda project focal persons on the needs of and approach to the data management and documentation system. MELS has also organized training for 18 SAA staff on a web-based implementation monitoring system and on the application of the SPSS data management software package.

Staffing

A senior accountant joined the organization at the end of the year, but four program officers, a senior accountant and an assistant accountant also left during the year. The gap was filled by employing program officers and an assistant accountant on short-term contracts.

Themes and Country Management Relationship

Inter and intra-theme relationships have improved significantly in 2014. Joint planning and implementation and sharing of field reports has taken place in some activities like community-based seed multiplication, women's agro-processing groups and field days. Joint training and field work were conducted, and there is better knowledge of other theme activities on the ground.

Donor Relations

SAA continued to enjoy good relationship with its main donors including JICA, BMGF, CIMMYT-CIDA, World Food Programm-P4P, ATA and Digital Green Trust-India. Field visits were facilitated for high-level delegations from BMGF, JICA and CIMMYT. Projects supported by ATA were due to be phased out in December 2014, although a no-cost extension was approved until end-January 2015. SAA was also granted a six-month no-cost extension by BMGF, whose project was extended to end-June 2015. SAA is discussing with Digital Green India the development of a two-year DG scale-up project.



Small ruminant management at Leka Dulecha woreda

MALI

Country Report

Country Director:
Dr Abou Berthe



Mali is classified as a low-income country, with 43.6% of its people living on less than two dollars a day. The poverty situation of the population is directly linked to the problems faced in agricultural production and commercialization. The country ranked 182 out of 187 with a Human Development Index of 0.36 in 2013 according to the UN Development Programme.

Domestic cereal production (including paddy rice) totaled almost 7 million tons in 2014, compared to expected food use for cereals of some 4.4 million tons in the 2014/15 marketing year, according to the Food and Agriculture Organization (FAO). However, the food security situation is considered serious.

Staple food agriculture in Mali is dominated by family households, whose farms have low productivity and are not linked to agribusiness value chains. As a consequence, farmers are not motivated to produce more than they need for subsistence.

The SAA 2012-16 Strategic plan recognizes that small family farmers who make up the majority of producers could be effective drivers to boost the country's food and nutrition security, economic growth, job generation and poverty reduction, restoring hope for vulnerable groups, including women and young people.

SAA/SG2000 is developing strategies to help transform 100,000 family farmers from traditional subsistence to market-oriented farming. The impact pathway of SAA's value-chain business model involves the following:

1. Accelerating the adoption of crop-production enhancing technologies;
2. Improving supply and access to quality staple food products;
3. Enabling greater food security and income benefits from value chains for farmers;
4. Enhancing impact through evidence-based results.

Adoption of Crop-Production Enhancing Techniques

Farmers do not usually apply good agronomic practices and use hardly any external inputs (improved seed, pesticides and fertilizers), although there is a large body of knowledge and a range of technologies and innovations available that can help farm production.

SAA used Farmer Learning Platforms (FLPs) for testing and validation of crop production technologies through demonstrations. Two hundred and twelve trainers from Farmer-based Organizations (FBOs), the community and the public extension sector have been trained to support 303 FLPs in 2012-14. The FLPs included 303 Technical Options Plots (TOPs), 909 Women Assisted Demonstrations (WADs) and 87 Community Variety Plots (CVPs). The scaling up of FLP technologies involved 24,720 Production Test



A women's group in Mali receiving instruction in soap manufacturing

Plots and farmers from 303 villages. 303 field days were also organized to share FLPs with non-FLP farmers from communities not involved directly in the program. The results showed significant yield improvements for FLP farmers (see Fig 1).

Fig 1: Comparative crop yields for FLP and non-FLP farmers

| Crops | Varieties | SAA FLPs (kg/ha) | Non-FLP Farmers plots (kg/ha) |
|---------|-----------|------------------|-------------------------------|
| Millet | Toroniou | 1,150 | 920 |
| Sorghum | CSM417 | 1,278 | 1,000 |
| Maize | Brico | 2,500 | 1,200 |
| Cowpea | Korobale | 1,070 | 700 |
| Peanut | 47-10 | 1,027 | 733 |

Improving supply and access to quality and staple food products

Farmers' postharvest and storage practices are rudimentary, leading to losses and poor product quality, while the lack of added value prevents farmers from reaping more benefits, as they are unable to compete within the agricultural value chain. This, in turn, restricts opportunities for job creation within the postharvest and agro-processing (PHAP) sector.

The SAA program enables small and medium-sized enterprises to flourish as processors and service providers within the supply chain through improved access to best PHAP technologies, and through building up the business capacity of private services' providers and farmers' cooperatives.

As a result of this support, postharvest losses have been reduced from 30% to less than 5%. Agroprocessing



Celebrating International Food Day 2014 in Mali: Leonides Halos-Kim (third from left), Theme 2 Director, next to Abou Berthe (fourth from left), Mali Country Director

technologies to help farmers process crops into a variety of marketable quality products, including clean cereal grains, parboiled rice etc, have also been introduced.

Reaping food security and income benefits from value chains

The SAA program provided technical support for financial management and business planning to help improve the sustainability, professionalism and effectiveness of the private sector in staple food value chains and in Farmer-based Cooperatives (FBCs).

Training to enhance business skills involved 25,000 farmers from 460 farmers’ organizations in the 2012-14 period. Partnership with the Alliance for Green Revolution in Africa (AGRA) in a market-access project allowed the establishment of 10 Postharvest and Trade Centers (PHTCs) in the southern region of Sikasso, one of the country’s main granaries. These agricultural clusters/ centers helped FBCs to aggregate and sell collectively 16,500 tons of cereals, valued at \$3,238 000.

The financial sector in Mali is still underdeveloped especially its outreach to farmers. Due to high interbank rates and a lack of collateral, the interest rates charged to smallholder farmers is exorbitant. Ten FBCs were able to secure \$ US 1 157 744 from financial institutions for collective marketing from 2012 to 2014.

Enhancing impact through use of evidence data

SAA in Mali developed a revolving-fund model from input subsidies for improving farmers’ access to financial resources in 2009-10 through collaboration in the USAID Intsormil project. This model was scaled up through

producers’ organizations in 2012, under the Dutch Embassy’s emergency crop production support project.

Farmers, through their organizations, received NPK and Urea fertilizers with an average of 141.5 kg/producer and 97.9 kg/producer respectively for intensive sorghum production and marketing. The inputs received from the Producers’ Organizations were reimbursed in kind, stored and sold when prices were acceptable.

The impact study on FBOs’ revolving funds established under the collaborative Intsormil/SAA project showed an increase of the volume of funds from \$36,341 to \$134,766 for the 2010-2014 period. The study involved a sample of 11 producer organizations and 37 beneficiary producers (see Fig 2).

Fig 2: Annual rate of growth of FBOs revolving funds (2010-14)

| Sites | Amount 2010 (\$) | Amount 2014 (\$) | Annual rate of growth |
|---------------|------------------|------------------|-----------------------|
| Badinantou | 1,050 | 4,855 | 115.59% |
| Diawarala | 3,150 | 13,000 | 103.18% |
| Marobougou | 1,620 | 5,329 | 82.24% |
| Kemena | 3,400 | 10,000 | 73.53% |
| Tigui | 3,342 | 9,410 | 70.39% |
| Bomotil III | 1,105 | 2,710 | 61.31% |
| Gourelil Were | 3,090 | 7,478 | 60.50% |
| Konobougou | 5,670 | 13,1501 | 57.98% |
| Boidie | 10,050 | 14,874 | 37% |
| Zana | 3,864 | 6,000 | 38.82% |

NIGERIA

Country Report

Country Director:
Dr Sani Miko



SAA's activities have expanded to cover all six of Nigeria's agro-ecological regions, due to funding released to SAA by the Federal Ministry of Agriculture and Rural Development (FMARD). This funding provides SAA with financial support to carry out extension activities in selected states, including Anambra, Cross Rivers, Benue, Ogun, Gombe and Katsina. These activities are additional to those SAA was already carrying out in Kano, Jigawa, Adamawa and Gombe states.

- In addition to this important development, another key activity in 2014 was the USAID-MARKETS II project to train farmers in Kaduna State. The USAID-MARKETS II project focuses on group formation, dynamics and leadership skills, registration of farmer groups, capacity building on best agronomic practices and linkages to reputable seeds, fertilizer, agro-chemical firms and agro-processors.

The year 2014 saw the expansion of SAA's activities, boosted by newly approved Alliance for a Green Revolution in Africa (AGRA) and FMARD-funded projects. These contributed to an increase in staffing levels. Five Program Officers (POs) were recruited under FMARD, two POs and two Program Assistants were recruited under the MARKETS II project, and two POs and a driver were recruited under AGRA-funded projects.

Progress on implementing Strategic Plan 2012-16

Crop Productivity and Extension

A key aspect of technology dissemination has been the sourcing of innovations from research and packaging them in a form suitable for end-users. SAA has continued to develop relationships with research institutes, both local and international, with a view to meeting farmers' challenges. SAA's research partnerships are dynamic, taking into account feedback from farmers to ensure the most relevant outcomes.

Between 2012 and 2014, SAA worked in 1,714 communities in its four established states, and FMARD and MARKETS II locations. It conducted activities involving 779 Technology Option Plots (TOPs), 2,325 Women-Assisted Demonstrations (WADS), 146 Community Variety Plots (CVPs) and 11,641 Production Test Plots (PTPs). Additionally, 2,129 and 19,720 demonstration plots under an N2Africa project and USAID-MARKETS II project were established, respectively.

Farmer training is an essential activity. Some 64,228 farmers were trained in 2012 and 2013. In 2014, 48,096 farmers received various forms of training on agronomic practices, post-production skills, agribusiness management and group dynamics. This brought the total number of



Rice parboiling is proving a successful agro-processing enterprise for women in Nigeria. Trained on the technical and business aspects by the Theme 2 team, they now sell their produce in local markets, competing with imported rice

farmer-beneficiaries to 112,324. The farmers were trained by 1,053 trained frontline extension agents and 4,900 farmer facilitators.

Field demonstrations and field days, involving a total of 11,407 participants, have yielded positive results. Progress has been particularly strong in new activity locations, as well in the FMARD states where extension activities have been dysfunctional.

Postharvest Handling and Agro-processing (PHAP)

There is a consensus that postharvest has a role in meeting the overall goals of food security, poverty alleviation and sustainable agriculture in Nigeria. Rapid urbanization has highlighted the increasing importance of postharvest extension.

As people live further away from where food is prepared, Nigerians increasingly rely on storage, processing and marketing systems to give them access to a secure food supply. More demand for processed food increases the need for appropriate processing systems to provide food to Nigeria's rapidly growing urban population.

Adding value to agricultural products has potential for job creation, income generation and better food supply and security. The challenge is to ensure that key actors in the various commodity value chains are involved in producing competitive, high-quality and high-standard value-added products that meet market requirements.

NIGERIA

Country Report

SAA helps farmers to source and operate proven, cost effective and efficient equipment through scientific interaction, demonstrations and capacity-building activities. The association also backstops fabricators, technicians and farmers by advising on new skills and ideas related to machine development and maintenance, quality standards and food safety to maximize income from postharvest activities.

A number of threshers, seed cleaners, cassava graters, rice mills and oil extraction machines were provided to promising entrepreneurs on cost-recovery arrangements. A total of 13 agro-business centers have been established and strengthened. 44 service providers have been trained on business management, machine operation and maintenance, and linked to sources of spare parts. Following this, they have been able to provide services for a fee.

Over the last three years, 12,712 smallholder farmers, technicians and extension agents (EAs) participated in PHAP promotional activities. SAA also disseminates storage technologies to farmers as alternatives to the traditional methods. A total of 959 EAs and women from farming communities were trained on processing, cooperative management, hygiene and nutrition.

One of the key success stories for SAA in 2014 was the promotion of hermetic storage in Jigawa, Kano and Gombe States.

Partnerships for development

Partnerships reduce risks and costs for Nigerian agriculture, accelerating both public and private investment.

Such collaborations in the agriculture sector can potentially create jobs, reach smallholders and economically empower women at the scale to which Nigeria aspires. Smallholder farmers represent over 75% of all farms in Nigeria and contribute up to 90% of food production.

At present, within fragmented value chains, risks and unit costs are often too high for smallholder farmers to viably access markets, inputs and services. This in turn impacts on the viability of investors undertaking value-adding activities such as processing. Investment and growth will only happen if smallholder production can be commercialized and agro-input dealers become more resilient.

Partnerships are, therefore, crucial to the attainment of SAA strategic objectives. Some have been forged with national and international institutions with a view to accessing more funding support for farmer training and technology demonstrations, and access to input/output markets for the smallholder farmers.

Recently, the partnerships with the Nigerian government/FMARD, the USAID/MARKETS II Project and AGRA have all helped bolster SAA's activity portfolio. As a result, 770 farmer groups acquired requisite business, and financial and managerial skills to run their enterprises. Twenty two service providers were trained on business management skills, while 140 input dealers were trained on business planning and inputs needs and record keeping.

Monitoring, Evaluation, Learning and Sharing

Baseline Surveys were conducted in the states of Kano and Kaduna (AGRA project), Benue, Cross River and Ogun Katsina (FMARD funds), and Anambra and Gombe (West Africa Agricultural Productivity Program Project – WAAP – funds). Output data collection on networked farmers, project location details, records of step-down training and job-creation data from the farmers and EAs were also conducted. Monitoring activities were carried out in all the WAAPP, FMARD, USAID-MARKETS II, AGRA and The Nippon Foundation states.

Maize and Rice value-chain studies were also carried out with a view to establishing areas of effective intervention and possible impact in eight local government regions of Gombe state. This research indicated the existence of a readily available market for both local and international grain trade. A series of training sessions were conducted – with 60 Agricultural Development Program partners – on the use of GPS in data collection, data collection techniques, report-writing skills, results-based monitoring and evaluation, the basics of Microsoft Office, data analysis and statistical software packages (Excel, SPSS, and STATA).



Female Lead Farmer inspecting a demonstration plot on the performance of soybean during farmer's field day at Rido in Kaduna State

UGANDA

Country Report

Country Director:
Roselline Nyamutale



In 2014, program activities were implemented in 18 districts in partnership with German fertilizer company K+S KALI and the Agribusiness Initiative Trust (aBi Trust). SAA/SG2000 Uganda has made great strides towards achieving the association's strategic outcomes. Since 2012, more than 70,000 thousand farmers have been reached of the 100,000-farmer target in 2012-16 strategic plan.

In July, the country hosted the centenary celebrations commemorating the birth of Nobel Laureate Dr Norman Borlaug, one of SAA's founders. Hilary Rugema – SAA's Acting Program Coordinator and Uganda Thematic Coordinator for Crop Productivity Enhancement (CPE) – won an award from CIMMYT as the best disseminator of drought tolerant maize varieties in East Africa. One new Program Officer under CPE was brought on board. Training of SAA staff on gender issues in agriculture has increased gender sensitivity in program planning, implementation and reporting.

Crop Productivity Enhancement

Access to appropriate information and attaining relevant skills is key to improving agricultural productivity. In this endeavor, CPE trained 460 (185 female, 275 male) Extension Agents (EAs) who included 43 (five female, 38 male) public extension workers, 387 (168 female, 219 male) zonal Community-based Facilitators (CBFs) and 30 (12 female, 18 male) Commodity Association Trainers (CATs) as trainers of trainers (TOTs).

Topics covered included the Farmer Learning Platform (FLP) approach, proper agronomic practices, pests and disease control, soil and water conservation, gross margin analysis of the various crop enterprises promoted by SAA Uganda, and record keeping. Dr Andreas Gransee from K+S trained 90 EAs and SAA staff on plant nutrition. The TOTs in turn trained 6,770 farmers on agronomy, principles of adult learning and effective communication.

They also trained 10,274 farmers on pests and diseases and safe handling of agro-chemicals with further training on yield data collection at the end of the season.

The numbers increased progressively due to the awareness created among communities by SAA. A total of 338 technology option plots (TOPs), 1,008 Women-Assisted Demonstrations (WADs), and 154 Community Variety Plots (CVPs) were established, as well as 120 demonstrations on seed priming in drought prone areas in Apac, Dokolo and Ntungamo districts to mitigate effects of drought/climate change. To improve farmer access to seed in SAA program areas, 69 community seed multiplication centers were established.

Demonstrations were also carried out on planting rakes, and production of organic fertilizer. Field days were attended by 7,131 people. Using the mobile training center



Yohei Sasakawa (left), Japan Overseas Cooperation Volunteer Yugi Hirano (center), and SAA/SAFE board member Katsumi Hirano (right), receive local products including rice and mango jam, produced with the assistance of the Japan Overseas Cooperation Volunteers based in Uganda

2,739 farmers were trained on crop agronomy and soil samples were collected to be analyzed both SAA and by K+S.

A total of 4,500 books were produced to be shared with staff in Nigeria, Mali and Ethiopia covering good agronomic practices, the FLP concept and a crop production handbook. The Theme Coordinator for CPE shared best practices with SAA Mali on improving extension service delivery.

Post harvest handling and Agroprocessing (PHAP)

Training was carried out for 39 store attendants and EAs on good storage management practices, for 43 EAs and 109 host farmers on hermetic storage, and for 911 EAs on good postharvest handling practices, storage management, food safety, grain quality standards and skills for training farmers. Having been trained by SAA, these people in turn trained 5,552 farmers.

The high cost of PHAP equipment means machines are not affordable for most smallholder farmers. To overcome this, private service providers (PSPs) have been promoted. Seventy PSPs and machine operators were trained on machine operation, maintenance, business skills and financial management and linked to sources of machines and spare parts. Two thousand posters on good postharvest handling and quality control procedures for maize and 3,000 machine fliers were developed and distributed among CBFs, EAs, PSPs, CATs, and farming community leaders. Training was conducted for 16 women's agroprocessing groups on cassava chipping, milling and confectionery, as well as business skills, managing savings and loan schemes.

Value-adding technologies for maize, groundnuts, rice and cassava were demonstrated during field days, field visits, agricultural shows and exhibitions. These included manual and motorized maize shellers, pedal rice threshers, rice reapers, rice cutters, multi-crop threshers, multi-grain cleaners, wooden groundnut shellers and cassava



Enthusiastic participant in the schools' debate competition, in Jinja, sponsored by SAA

chippers, plus hermetic storage PVC tanks, super grain bags and triple bags, tarpaulins and aflatoxin testing kits. As a result, 253 postharvest and storage technologies were bought by individuals and PHAP private service providers.

Twenty service providers reported recovery of money invested in PHAP machinery (\$833-\$2,050) within one season. Adoption of tarpaulins and hermetic storage has enabled farmers to earn a price premium of over 20%, due to their ability to store grain for longer and maintain its quality for use as food and seed.

Public-Private Partnership and Market Access

The Theme 3 team strengthened business and financial models that allow partnerships to support extension delivery, access to markets and inputs. The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda National Agro-dealers Association (UNADA) and Feed the Future supported strengthening networks, and reducing input counterfeits.

Meetings were held between K+S, Savannah Commodities and SAA on strategies to improve farmer access to markets and fertilizers. Under the inputs-trader-farmer model, input stockists/CATs were linked to seed companies, who in turn sold inputs worth \$52,850 to farmers. Forty-five CATs and Village Agents (VAs) were trained on safe handling of agro-inputs and business skills, of which 34 established 35 input sales points. Market information sent to 40 CATs twice a week by AgriNet, contributed to the sale of 656 tonnes of produce.

The Village Savings and Loan Association (VSLA) model has improved group cohesiveness, farm family incomes and adoption of promoted technologies, as funds are re-invested in buying improved seed, fertilizers, pesticides and also taking care of other household needs.

A total of 255 groups saved \$464,720. Specifically, a youth group of 14 members in Tororo district planted 8 acres of maize and harvested 17 tons of maize using funds saved from spraying services to farmers.

Partnerships established with three banks resulted in improved farmer access to loans. Opportunity Bank provided loans to three groups from the Luwero One-Stop Centre (OSCA) worth a total of \$54,200 to 142 farmers (79 women) belonging to eight groups in Dokolo. Post Bank provided \$5,600 to eight FBOs under Pallisa OSCA. Leverage worth \$23,995 was realized in kind and cash to support service delivery to farmer groups. This included Chemonics (\$6693), Vegetable Oil Development Project (\$3742), Integrated Seed Sector Development (\$6130), NASECO (\$7,043) and Victoria Seeds (\$387).

In an effort to build economically sustainable FBOs, several hundred groups were trained on business skills, market-oriented farming and VSLAs and guided to identify profitable enterprises. These included 480 groups in Apac and Dokolo (12,000 members) 152 groups in Luwero (4321 members) 30 groups in Gulu (919 members), 36 groups in Bugiri (1,525 members) and 927 farmers in Kamuli.

Monitoring, Evaluation, Learning and Sharing

Objectives and workplans were reviewed to refocus the theme and enable it undertake tasks with well defined terms of reference from the other themes. MELS carried out the following studies based on thematic requests: Evaluation of Trainings conducted for EAs, agro-processors and value addition; outcome monitoring of the multiplier effects of TOPs, WADs, PTP farmers and EAs/CBFs on technology diffusion and needs assessment studies for the FBO project and one each for first and second season districts.

Baseline surveys were carried out in the new intervention areas and one for the FBO project. Results from the new intervention areas showed that: the majority (80%) of the farmers earned their income from crop production; mobilization of savings was relatively low – only 37% of the sampled households had bank accounts; relatively more male-headed households (44%) saved money compared to female and youth-headed households.

Results from the FBO project area showed that majority of group leaders (96%) were female and that savings and loans schemes were the major group focus. Close to 50% of FBOs practiced collective marketing, while 40% of FBOs had at least accessed credit. Key results from outcome monitoring of CPE indicated that majority (96%) had received training on SAA-promoted crop production technologies/practices.

MELS improved sharing of information and communicated lessons and best practices for timely evidence-based decision-making. Nineteen data sets backed up on a public server and external disks, while five reports and publications on monitoring were uploaded on the management information system. The different themes appreciated the hiccups in implementation identified by MELS and adjustments were made to achieve better results.

FINANCIAL REPORT HIGHLIGHTS FOR SAA AND SAFE *US dollars*

2013 (reviewed) and 2014 (reviewed)

| SAA | 2013 (\$US) | 2014 (\$US) |
|--|-------------|-------------|
| Approved budget | 11,326,836 | 10,369,800 |
| Actual Spending | 9,686,494 | 9,856,392 |
| Actual Receipt | 10,875,522 | 4,275,809 |
| Cash balance at the end of the year | 10,887,252 | 5,306,669 |
| Details of receipts | | |
| NF Grant | 6,500,000 | 0 |
| BMGF Grant | 1,980,574 | 1,028,198 |
| JICA Grant | 391,725 | 214,239 |
| CIDA-CIMMYT | | 325,789 |
| K+Kali Grant | 626,730 | 528,384 |
| Nigeria FMARD | | 967,485 |
| Nigeria WAAP | | 402,982 |
| Royal Dutch Embassy | 165,269 | 0 |
| Interest | 7,701 | 2,897 |
| Loan Recovery | 1,102 | 0 |
| Other Grants | 1,127,029 | 729,703 |
| Others | 75,392 | 76,132 |
| Details of expenditures | | |
| SG2000 Country Program | | |
| Ethiopia | 322,088 | 331,909 |
| Mali | 687,936 | 754,745 |
| Nigeria | 695,538 | 670,775 |
| Uganda | 840,516 | 905,041 |
| SG2000 Thematic Program | | |
| Crop Productivity Enhancement | 252,230 | 269,120 |
| Postharvest and Agroprocessing | 321,658 | 310,129 |
| Public Private Partnership and Market Access | 55,783 | 23,654 |
| Monitoring, Evaluation, Learning and Sharing | 194,670 | 221,036 |
| Corporate | 1,810,307 | 2,051,993 |
| Miscellaneous | 0 | 0 |
| BMGF | 1,735,192 | 1,405,217 |
| JICA | 440,506 | 176,748 |
| CIDA-CYMMYT | | 267,707 |
| K+S | 571,370 | 494,862 |
| Nigeria FMARD | | 723,633 |
| WAAPP | | 218,888 |
| Royal Dutch Embassy | 386,264 | 0 |
| Others (Ethiopia/Mali/Uganda/Nigeria) | 1,372,436 | 1,030,935 |

| SAFE | 2013 (\$US) | 2014 (\$US) |
|-------------------------------------|-------------|-------------|
| Approved budget | 2,580,000 | 2,375,000 |
| Actual Spending | 2,532,761 | 2,435,544 |
| Actual Receipt | 2,196,448 | 2,377,705 |
| Cash balance at the end of the year | 171,841 | 114,002 |
| Details of receipts | | |
| NF Grant | 2,166,000 | 2,375,000 |
| Others | 30,448 | 2,705 |
| Details of expenditures | | |
| Administration | 660,001 | 677,378 |
| SAFE 20th Memorial | 314,105 | 12,350 |
| University Program | 176,926 | 218,507 |
| Scholarship | 146,335 | 121,972 |
| Winrock | 407,483 | 419,814 |
| Others | 827,911 | 985,523 |

PUBLICATIONS



Annual Report 2013



Uganda newsletter 2014



PHAP newsletter 2014



Ethiopia newsletter 2015

A number of publications are available from SAA.

Please visit our website to access the full range of our publications, newsletters and videos.



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