

Feeding the Future

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Reinventing and Revitalizing SAA

Over its 24-year history, the Sasakawa Africa Association (SAA) field programs have engaged thousands of frontline extension workers and millions of farmers in 14 sub-Saharan Africa countries to promote the use of higher-yielding technologies for maize, wheat, rice, grain legumes, roots and tubers and other important crops. For much of its life, the organization was motivated by a fundamental belief that weak national extension systems were failing to reach millions of smallholder farmers with the knowledge and improved agricultural technologies needed to expand Africa's food production.

Founded by Nobel Laureate Dr. Norman Borlaug, Japanese philanthropist Ryoichi Sasakawa, and former US President Jimmy Carter, SAA has focused primarily on strengthening extension efforts to improve crop productivity. As African agriculture has changed, however, national extension systems have responded by broadening their agendas. They now often find themselves supporting farmers' efforts to organize into cooperatives, addressing post-harvest and marketing issues, and partnering with a range of service providers and organizations, often from the private sector.

SAA is also adjusting its priorities and activities in response to these changing realities, and is well along in a concerted consultative effort to reinvent and revitalize the organization. This process, which has been going on for over a year, will be capped in July 2010 by a high-level symposium attended by ministers of agriculture from 10 countries where SG 2000 has worked, Vice Chancellors and Deans from agricultural universities across the continent, and representatives of bilateral donor agencies, private foundations, agribusinesses, farmers and politicians.



Dr. Norman Borlaug with hybrid QPM farmer.

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Newsletter of the
Sasakawa Africa Association

SAA Founders:
Mr. Ryoichi Sasakawa,
Dr. Norman E. Borlaug,
President Jimmy Carter

Message from the MD

SAA is in the midst of important organizational changes. Some of these are designed to make us more effective in serving smallholder farmers with different profiles – from those whose primary purpose in farming is to feed their families to others for whom greater participation in commercial markets is possible. Within this range, we are keen to reach a larger proportion of smallholders who traditionally have been under-served by agricultural extension, in particular women and resource-poor farmers.

Other changes being made are designed to make us a more efficient organization, one in which best practices are more fully shared among SG2000 project countries and in which we become more proficient in monitoring, evaluating and learning from our activities.

Making Our New Matrix Work

SAA's new matrix management approach aims to provide better technical quality assurance and the sharing of best practices in all thematic areas and across all focus countries. Making our matrix work will require effective management information systems at all levels of the organization, an important management objective for 2010.

Similarly, our financial management systems will continue to be strengthened, and we will strive for better program planning and implementation, with activities tied to clear deliverables,

The symposium is being held in honor of the extraordinary life and achievements of Dr. Borlaug, who died last September. Presentations and discussions will focus on current realities and challenges facing African agriculture, particularly those affecting smallholder farmers and the agricultural extension professionals who serve them. Outcomes from the meeting will feed into finalizing new 10-year strategies for SAA and for the Sasakawa Fund for Extension Education (SAFE). These strategies are to be reviewed in November 2010 by the Board of Directors that oversees both organizations, and will be fine tuned as needed and released later this year.

In his last comment on the development of the new strategies, Norman Borlaug said: "We remain committed to working with public and private extension providers to ensure

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timelines and milestones. We are also investing in the practical training needed to ensure a shared vision of how our matrix should function.

We anticipate a paradigm shift for SAA will come from applying our matrix management structure – from a largely top-down approach to programmatic development to a much more participatory approach involving a broader array of stakeholders, especially farmers and their organizations. SAA and SAFE are becoming more demand-driven, and as we progress, we are also becoming more rigorous, linking planning and management decisions to ME&L information.

Implementing our matrix will naturally lead to and reinforce a more integrated organization and dynamic, one in which new opportunities and needs will be more quickly identified and reflected in thematic and country program agendas. As we become more functionally integrated, we will build on our growing momentum by broadening the SAA funding base and joining with other organizations that share our goal of a more prosperous Africa.

Key Staff Changes

Implementing a new organizational structure is never easy, and almost invariably entails higher than normal staff turnover. SAA is no exception. Several senior staff retired or moved on to new professional opportunities in 2009. Dr. Wayne L. Haag (Regional Quality Protein Maize Coordinator), Mr. Toshio Mado (Post-harvest/Agroprocessing Program Director), and Dr. Ahmed Falaki (SG 2000 Nigeria Project Coordinator) all moved on to new professional opportunities. These people served SAA well, with both passion and distinction, and will be missed. In early 2010, Dr. Tareke Berhe (Regional Rice Program Director) also retired, but continues with us on a consulting basis.

I joined SAA in June of 2009, and since then rapid progress has been made in filling vacant and new positions. Four new Thematic Directors have been put in place, as have four new Country Directors.

It is my pleasure to welcome:

- Dr. Andreas Oswald, Director, Crop Productivity Enhancement
- Mrs. Leonides Halos-Kim, Director, Post-harvest Handling and Agroprocessing
- Dr. Marcel Galiba, Director, Public/Private Partnerships
- Mr. Justin Wangila, Director, Monitoring, Evaluation and Learning

And we continue to rely on Dr. Deola Naibakelao, SAFE Managing Director, to lead SAA's Human Resource Development work.

By the end of 2009, four new Country Directors had been recruited for SG2000 project countries, and I also wish to welcome them aboard:

- Dr. Aberra Debelo, Ethiopia
- Dr. Abou Berthe, Mali
- Dr. Sani Miko, Nigeria
- Dr. Sarah Ossiya, Uganda

It is also important to note that we have a new administrative manager, Mrs. Shushan Negussie, and a new financial officer, Ms. Asnakech Sisay, both based in Addis. In addition, two new Program Officers have been hired: Miss Yoko Yokoyama (located in the Tokyo office), and Miss Sayako Tokusue (based in Addis). All these appointments are part of the on-going revitalization of SAA. The next challenge we face is to complete the rationalization and recruitment of country-level thematic staff in our focus countries.

the delivery of much needed technologies, knowledge and information to Africa's resource poor smallholder farmers. But there are new priorities and new goals for us to attain...as we strive for that elusive Green Revolution in Africa."

Aligning Structure with New Priorities

SAA's structure (see *Figure 7*) reflects these changing priorities, and emphasizes a more integrated approach to extension, one in which improving crop productivity goes hand-in-hand with increasing the effectiveness of post-production handling and marketing. We are also giving greater emphasis to exploring and promoting the development of new public/private partnerships, through which greater opportunities for bolstering extension services and reaching farmers will arise.

Advanced education for mid-career front-line extension specialist has never been more important, and we rely on the Sasakawa Africa Fund for Extension Education (SAFE) to implement our human resource development theme. Moreover, it has become abundantly clear

that we must clearly document the impacts of our work going forward. We must monitor, evaluate and learn from our activities, and use the information we garner from our assessments to guide decision-making and investments within the organization.

We are also shifting our focus to reaching smallholder farmers who have not previously received much if anything in the way of agricultural extension services. These marginalized farmers – who generally are very poor and mainly women – have in the past been excluded from mainstream extension programs. Food security is the first order of business with such farmers, who are more risk adverse and less able to engage in commercial agriculture.

Recent research has confirmed that extension training and crop demonstration programs can produce their greatest impacts when focused on smallholder women farmers and resource-poor producers. Gaps in information about productivity enhancing technology are the greatest there, and it is from these groups that the largest returns at the margin can be achieved.



Mr. Masaaki Miyamoto



Mr. Christopher Dowswell



Dr. Juliana Rwelamira

SAA Management Team

In 2009, the Board appointed two Executive Directors with joint responsibility for financial and programmatic management. Mr. Masaaki Miyamoto (Japan), an economist who previously served as the Secretary General for SAA and SAFE, was named Executive Director of Management. Mr. Christopher Dowswell, an agricultural economist (USA), was elevated from his position as SAA's Special Assistant to the President and Director of Communications to the position of Executive Director of Programs.

To strengthen day-to-day management under SAA's new structure, a competitive international search was done for a highly qualified Managing Director. Dr. Juliana Rwelamira (Tanzania), a skilled agricultural economist, was selected for the post and joined the senior management team in mid-2009 as SAA's first MD.

Together these three accomplished individuals bring the diversity of experience and the team spirit needed to build on SAA's rich history while reshaping the organization to meet the challenges ahead.

SAA's New Matrix

In 2008, we initiated a far-reaching organizational restructuring. In-depth consultations were held with key stakeholders in our current focus countries – Ethiopia, Mali, Nigeria and Uganda. In 2009, our Board of Directors approved a new matrix structure designed to retain what was working well – such as our ability to act quickly on new opportunities and to encourage innovation – while at the same time reducing impediments to effectiveness – such as overly independent country programs and unclear incentives to encourage collaboration among programs.

The Board appointed two long-serving SAA staff as Executive Directors of Management and Programs – Mr. Masaaki Miyamoto and Mr. Christopher R. Dowswell, respectively – who serve as co-chief executive officers. They are complemented by a Managing Director, who is the chief operating officer of the organization, and who works closely with the Managing Director of SAFE in the area of human resource development. There are five Thematic Directors (one of which is the SAFE MD)

who lead planning and programming for their respective areas, and four Country Directors, who drive the implementation of our SG2000 country programs.

Our five thematic program areas are meant to operate in a highly integrated manner, with key information flowing up, down and across the matrix, and to a larger array of organizations outside SAA with whom we work as close collaborators. Thematic areas include:

- Crop Productivity Enhancement (closing exploitable yield gaps)
- Post-harvest Handling and Agroprocessing (for value-adding enterprise development);
- Public-Private Partnerships (for extension delivery and smallholder development);
- Human Resource Development (for mid-career extension staff and led by SAFE); and
- Monitoring, Evaluation and Learning (for documenting impacts, the effectiveness of investments, and building on lessons learned).

A matrix management approach fits the SAA/SAFE organizations well. The five Thematic Directors and their corresponding country teams work together to advance mutually agreed objectives, and the matrix structure provides for better technical quality assurance and the sharing of best practices. At the same time, the Country Directors have the option, in consultation with the SAA Managing Director, of tailoring individualized programs of work that fit country needs and opportunities.

Revitalizing SAA

Implementing our new structure has required a number of staff changes. We have sadly bade farewell to some of our most experienced staff, promoted others, and have welcomed some newcomers. Foremost among them, Dr. Juliana Rwelamira, a distinguished agricultural economist from Tanzania, was brought on board in June 2009 as SAA's Managing Director. Her immediate challenge was to begin rebuilding and revitalizing the organization, and she moved swiftly to recruit a largely new team of professional staff. Four new Thematic Directors have been put in place, either

through promotion or external recruitment, and there are four new Country Directors (three of which are new to SAA). More details about staff changes are provided in the Managing Director's Message.

One consequence of these changes has been a significant shift in our gender balance. So far, the proportion of our professional staff that is female has increased from 5% to about 40%, one of the highest in the NGO community in Africa. This significant change in gender balance is not due to a desire for political correctness, but rather to our growing emphasis on reaching women farmers to improve crop productivity and promote post-production enterprise development.

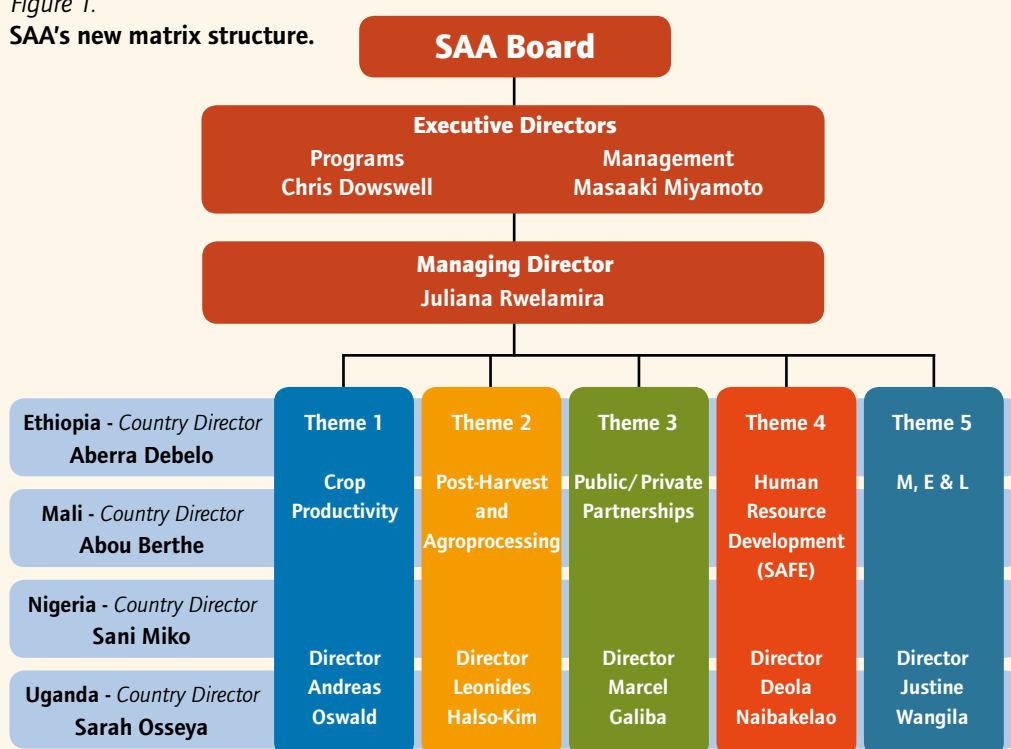
New Approaches to Funding

Since inception SAA and SAFE have relied on The Nippon Foundation (NF) to fund its agricultural programs in Africa. Fortunately, NF remains strongly committed to supporting this work. But given the need to scale up our activities, SAA needs to partner with more organization. Our goal is to increase SAA/SAFE annual budgets by at least 50%, and resource mobilization efforts will focus on five sets of potential investors: private foundations other than Nippon, national governments, bilateral and multilateral development organizations, private sector partners, and farmers themselves – though the latter will not be funding SAA directly (see New Funding Strategies, pp. 18-19)..

Reaching Policy Makers

The nature of SG 2000 influence in policy circles has changed. In an earlier day, it was the stature of SAA's founding fathers that opened doors. Moving forward, our influence will be more closely tied to significant and verifiable project impacts on smallholder livelihoods, and to transmitting these achievements through participation in alliances with other development organizations.

Figure 1. SAA's new matrix structure.



Crop Productivity Enhancement

One of the main pillars of SAA's agricultural programs has been the introduction and promotion of productivity enhancing technologies. Crop productivity remains central to our work, but we are now taking a different approach to demonstrating and sharing information about new technologies.

Previously, alternative technologies were presented to farmers in a largely prescriptive, top-down manner. In 2009, we began shifting to a more participatory approach in which farmers – the direct beneficiaries of new and improved technologies – work with extension staff to identify the kinds of technologies they feel may be most appropriate to their circumstances.

Beyond this important change, our objective of promoting improved technologies is now conditioned by an explicit desire to increase farmer incomes (not just yields and total production). Potential profitability thus weighs heavily in deciding which technologies to demonstrate. Moreover, we are focusing much more attention on women farmers, and working more closely with farmer associations rather than individuals.

Our new approach will emphasize training of subject matter specialists; district agricultural officers (DAs), farmers and other stakeholders, such as input dealers and seed producers. For farmers and DAs, training will be provided at the beginning, in the middle, and at the end of the cropping season. Other training sessions will revolve



NERICA varieties are among crops being demonstrated in Farmer Learning Platforms sponsored by SG2000 country programs.

around farming as a commercial enterprise, including planning and priority setting, the selection of technologies, budgeting, and cost/benefit comparisons.

Farmer Learning Platforms

Our country programs began implementing Farmer Learning Platforms (FLPs) in 2009 as the main training and technology transfer mechanism. FLPs consist of three types of demonstration plots. Two of these – Technology Option Plots (TOPs) and Women Voucher-assisted Demonstrations (WADs) – are closely supervised by extension agents and operationally supported by the country programs (at least initially, until new cost-sharing mechanisms come into play).

TOPs are normally 1,500 m² in size, and divided into three contiguous 500 m² sub-plots. The first sub-plot is devoted to demonstrating the official national agricultural research centers' recommendations. The second is a lower-cost (intermediate) variation of the same, and the third is used to show the prevailing farmer practice in the area.

TOPs and WADs serve as the primary focal points for community- and group-based agronomic training and technology evaluation. TOPs are used to introduce technological innovations to the larger community and serve as sites for community-based field days.

Communities in which TOPs are located are asked to select the farmers that host TOPs. Normally, these are among the more accomplished farmers in each community who are already familiar with the use of modern inputs. TOP farmers provide land and labor; the country programs provide inputs for the demonstrations, and work with extension professionals to provide technical oversight.

Theme Director: Dr. Andreas Oswald



Dr. Andreas Oswald (Germany) was appointed as Director of Crop Productivity Enhancement, effective July 2010. He earned his PhD in Agricultural Sciences at the Institute of Tropical Sciences, Justus-Liebig-University (Giessen) in 1993. From 1995-2000, he served as an Adjunct Scientist with CIMMYT (focusing on the control of Striga), and from 2001-2004 as a Cropping Systems Agronomist at the Africa Rice Center (WARDA). Before joining SAA, Dr. Oswald served as an Integrated Crop Management Expert for the International Potato Center (CIP), and had responsibility for developing strategies and technologies for cropping system and soil fertility management for potato and sweet potato in the Andean Region, Sub-Saharan Africa and Southeast Asia.

WADs are simplified versions of the TOPs. They are intended specifically for resource-poor women farmers who have been excluded in the past from direct involvement in crop demonstrations and, as a result, whose technical knowledge and agronomic performance in the field lags behind the average for the community. WADs comprise the lower cost, intermediate level of a particular crop technology, and will generally range in size between 500 and 1,000 m². They are targeted for women farmer self-help groups, which provide the land and labor, with inputs coming from the country programs and technical backstopping (training) being provided by extension and program staff.

We believe that many farmers who participate in the FLP training and field days will experiment with new technology options on their own land and at their own expense before making a final decision to adopt and scale up production. We call these Production Test Plots (PTPs). Farmers growing PTPs purchase recommended inputs and are free to use whatever plot size they wish. Technical advice may be provided as needed, but there is no intensive supervision by extension and SAA program staff.

Activities in 2009

In 2009, six cereals (maize, sorghum, pearl millet, wheat, teff and rice), three pulses (field beans, soybeans and groundnuts),

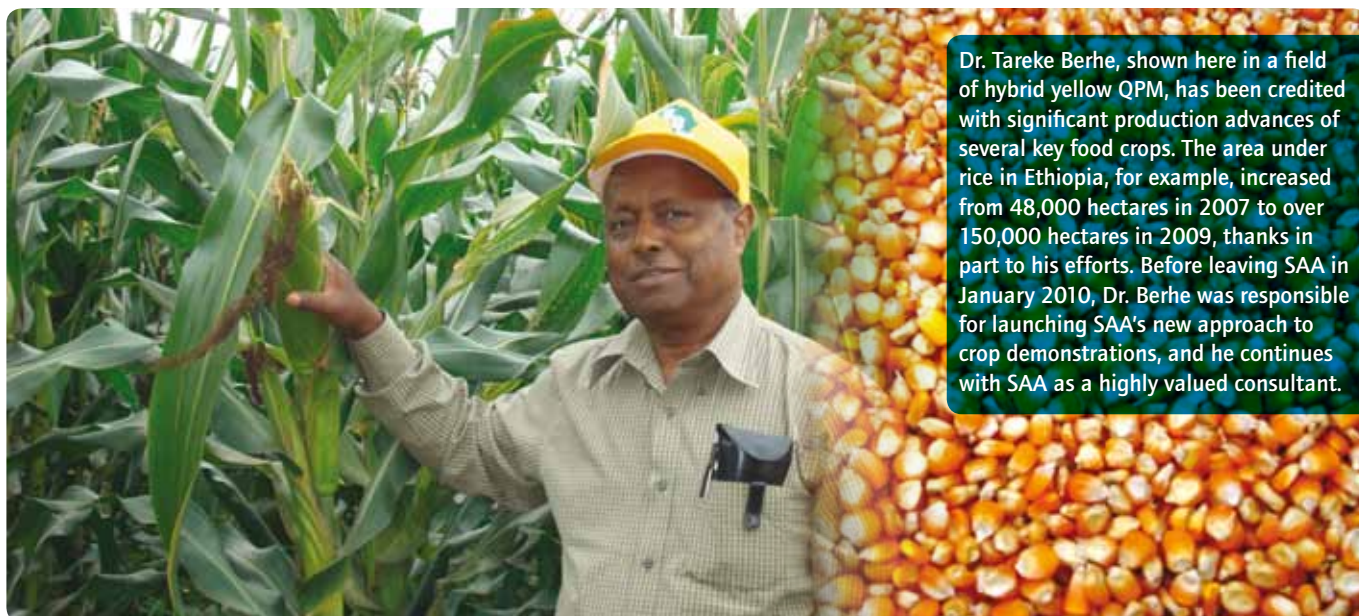
three tuberous crops (cassava, sweet potato and Irish potato) and one oil crop (sesame) were included in TOPs and/or WADs. The number of TOPs, WADs and PTPs implemented in 2009 are shown in *Table 1*.

In addition to the 14,254 direct participants, there were nearly 10,000 other farmers who participated in training programs and field days. The number of women participation in the demonstrations varied from 12% in Ethiopia to 62% in Uganda.

In order to harmonize and efficiently run Theme I activities in SAA's focus countries, the following support activities were conducted:

- Frequent supervisory/monitoring visits by the Theme I Director – often accompanied by other Thematic Directors;
- Crop Productivity methodology manuals were prepared for each country;
- Exchange visits were organized for staff and farmers;
- Theme I training workshops were organized; and
- Initial recruitment of Theme I staff was carried out.

Another important activity carried out for Theme I was the compilation of SAA Legacy Data. There are now relatively complete sets of data from crop demonstrations conducted over a number of years for Ethiopia, Nigeria, Mozambique, Mali,



Dr. Tareke Berhe, shown here in a field of hybrid yellow QPM, has been credited with significant production advances of several key food crops. The area under rice in Ethiopia, for example, increased from 48,000 hectares in 2007 to over 150,000 hectares in 2009, thanks in part to his efforts. Before leaving SAA in January 2010, Dr. Berhe was responsible for launching SAA's new approach to crop demonstrations, and he continues with SAA as a highly valued consultant.

Uganda, Guinea and Burkina Faso. Plans are also in place for collecting data from other countries that once hosted SAA programs.

While no thorough economic analysis has yet been done on the profitability of the technology options used in the 2009 TOPs and WADs, significant differences in productivity between the different options are evident in *Tables 2 and 3* (data from Uganda is presented here as being representative).

Two key constraints were encountered in our first year implementing FLPs: The first is the availability of sufficient trained frontline extension staff that fully understand the new approach; and second, the need for re-packaging of inputs for the demonstrations was not well anticipated. In Uganda, we were able to find a private company to do the re-packaging, but in Ethiopia, Mali and Nigeria country program staff had to do it. In the future, we will try to get private companies in all focus countries to provide this service.

Despite these constraints, the FLP approach to demonstrating and diffusing new technology options appears very promising. With farmers fully participating in the selection of preferred technologies and in the implementation of demonstrations, we anticipate significantly higher adoption rates than in the past.

Table 1. Type and number of demonstrations established in 2009 (by country).

Country	TOPs	WADs	PTPs
Ethiopia	204	306	4,800
Mali	240	240	4,000
Nigeria	200	600	1,554
Uganda	495	660	3,900
Total	1,139	1,806	14,254

Table 2. Yield Results for TOP demonstrations, Uganda 2009.

Crop	Farmer Practices	Intermediate Recommendations	Full Package Recommendations
	Average Yield mt/ha	Average Yield mt/ha	Average Yield mt/ha
Rice	1.6	2.4	3.2
Maize Hybrid	1.9	3.5	4.9
Sweet potatoes	5.0	8.8	11.3
Soya beans	0.6	1.0	1.6
Beans	0.7	1.1	1.6
Ground nuts	0.7	1.5	2.1

Table 3. Yield Results of WADs, Uganda 2009.

Crop	Farmer Practices	Intermediate Recommendations
	Average Yield mt/ha	Average Yield mt/ha
Rice	1.4	3.2
Maize OPV longe 5	1.2	3.0
Sweet potatoes	3.4	6.7
Soya beans	0.7	1.6
Beans	0.9	1.7
Ground nuts	0.8	1.4
Sesame	0.3	0.9

Post-harvest Handling and Agroprocessing

Over the last 15 years, SAA's post-harvest program, in collaboration with partners from national, international and NGO development programs, has developed and demonstrated a number of technologies that can improve the post-harvest handling of farmers' crops. The challenge now is to better link producers to markets, and in so doing increase farmer incomes.

We take a value chain approach, identifying missing links and integrating programmatic activities that can help address them. In this respect, our role is to partner with extension staff and work with farmers in ways that will enable them to capitalize on new opportunities along the value chain.

A good example of this is teff threshing in Shashemene, Ethiopia, which we have highlighted in past SAA newsletters. This "service-provision model", which has led to rapid scaling up of small-scale commercial threshing enterprises in Ethiopia, is now being applied in other focus countries to scale-up the adoption of potentially profitable post-harvest technologies. The Post-harvest Handling and Agroprocessing (PHAP) Program will continue to work with machinery fabricators to develop and demonstrate new technologies, as well as provide training to service providers and other end users. We will also work

with these same groups to help them find ways of sustaining technology adoption.

Post-harvest Value Addition

In 2009, our strategy was modified so as to more fully integrate post-harvest activities with food system development associated with crop value chains (agroprocessing). Local capacity in SAA's focus countries to process high-quality food products is still low, and these countries still import large quantities of processed foods. The Program is thus encouraging farmer groups to produce marketable products from locally harvested crops, products that can be sold in local markets and in larger cities. These processed food products are prepared using household recipes, and home economists provide technical advice to improve nutritional value and hygiene to make the new products more appealing to consumers.

Such products can also contribute to stabilizing and improving the market price of local crops. For example, the price of groundnut in Babile District in Ethiopia increased more than 20% after farmer cooperatives began producing and selling groundnut butter and groundnut-based cakes. These products are proving to be popular, both locally and in major towns and cities.

Value-adding agroprocessing activities such as these can increase the market potential for locally produced food items. The Program is building on this and other similar experiences to encourage more farmer groups – mainly women's groups – to explore their household knowledge and develop processed food products on which potential future agribusinesses can be based.

Theme Director:

Mrs. Leonides Halos-Kim



Mrs. Leonides Halos-Kim (Philippines) is an experienced Agricultural Engineer who has been working in the international realm since 1980, when she joined IRRI's Agricultural Engineering Department. Mrs. Halos-Kim received her MS in Engineering from the Asian Institute of Technology (Thailand) in 1985 and is presently working on her PhD in Rural Development (Central Luzon State Open University). She joined IITA in 1991 as a Research Specialist in Agricultural and Food Processing Engineering, and served as the Head of its Post-Harvest Engineering Unit from 1999-2004. She worked with SAA as a consultant from 2005-2008 before joining the Post-Harvest/Agroprocessing Program full-time in 2009 as a Program Officer. With the departure of Mr. Toshiro Mado, she was appointed Theme Director (effective January 1, 2010).



Groundnut butter and cakes, produced by farmer cooperatives in Babile District and elsewhere in Ethiopia, are proving popular with consumers – enough so that groundnut prices have stabilized and even increased.

Improving Market Access

Ever since it was formed in 1986, SAA has focused mainly on the dissemination of productivity enhancing technologies. There was an implicit assumption that marketing matters would be taken care of by the relevant government bodies or the private sector. Things did not unfold that way, however, and the marketing of agricultural products became a major constraint to technology adoption. After all, why adopt new (and sometimes riskier) production technologies if the extra produce cannot be readily marketed?

Recognizing this constraint, SAA's country programs have recently begun to give more

attention to market-related issues, especially to strengthening farmer-based institutions that enhance marketing capacity. SG2000-Uganda is committed to improving market access through its One-Stop-Center Associations (OSCA) and encouraging new agribusiness enterprise development. SG2000-Mali is giving more emphasis to primary processing and grain marketing through 20 "Development Centers" located in selected villages and linked with a local financial credit service (known as the CREP). SG2000-Nigeria supports crop-based rural institutional development, such as QPM and NERICA villages, in which several production, storage, processing, utilization



A provider of mobile threshing services in Shashemene, Ethiopia. One such provider can meet the needs of over 100 farmers at harvest time.

In 2009, SAA established a formal partnership with Selam Vocational Training Center, an Addis-based NGO engaged in, among other things, the development of various types of post-harvest machinery that smallholder farmers can use to improve the quality of their produce. Shown here at the signing ceremony are Dr. Juliana Rwelamira, SAA Managing Director, and Mr. Markus Buechler, Managing Director, Selam Vocational Training Center.



and marketing components are combined in an integrated model. And SG2000-Ethiopia works with a number of farmer cooperatives as a key means of demonstrating and disseminating new post-harvest/agroprocessing technologies.

The role of the PHAP Program in supporting the growth of agroprocessing and improving market access in the SAA focus countries involved several components. We help to identify and verify improved technologies, including processes and equipment. We also provide each country program with needed information on new technologies and how they can be sourced. We train local manufacturers so they can sustainably and cost-effectively produce high-quality post-harvest and agroprocessing equipment. And, in collaboration with Theme 3, we provide technical support to each country program in identifying market linkages along crop value chains to facilitate the use of value-adding technologies.

Program Implementation Framework

Under the new SAA matrix, each country program has earmarked funds for post-harvest and agroprocessing activities, such as field demonstrations, pilot value-adding enterprise development, and the procurement of physical facilities and equipment for farmer centers, and the training of manufacturers. It is also very important to enhance the technology management skills of end users, and training for this purpose is also included in each country budget.

At the regional level, funds are available mainly for identifying and verifying new agroprocessing technologies to meet the needs of each country, and for covering the costs of international training programs for manufacturers.

Together with Theme 5, the monitoring of impacts will be done through periodic collection of field data in collaboration with each country program. Grain quality, prices and changes in market structures will be among the field-level indicators used to judge progress.

Major 2009 Activities

In 2009, we initiated a needs assessment survey and value chain analysis to better understand the extent to which selected villages in SAA's focus countries are engaged in post-harvest and agroprocessing activities. This survey will provide needed baseline information for monitoring and evaluation.

We demonstrated several technology options for improved handling of crops after harvest, including such post-harvest machines as maize shellers and rice threshers in Ethiopia and a mobile rice mill in Uganda. Further along the value chain, we demonstrated different food products produced from rice

and amaranth in Ethiopia, and provided training to several women's groups on how to prepare them.

Working with Selam TVC in Ethiopia, we developed an improved multi-grain cleaning machine, and in Uganda we worked with JICA to test and refine the mobile rice mill. We also trained a number of equipment fabricators and service providers, extension agents, and technology users in Ethiopia and Uganda.

New Directions

In line with the new SAA matrix, we are in the process of recruiting Theme 2 staff based in each focus country. These staff – a

Coordinator and a Program Officer – will be responsible for implementing PHAP activities in close coordination with each Country Director and the Thematic Director in Ethiopia.

Farmer/processor learning platforms will be established, which will serve as venues for demonstrating new technologies and encouraging new enterprise development. These platforms will also serve as training venues for extension staff, farmers and agroprocessors.

The needs assessment and value chain analysis started in 2009 will provide the basis for the selection and promotion of appropriate technologies, as well as economically viable and sustainable agroprocessing enterprises. A more rigorous approach to identifying and training service providers, especially from the private sector, will be pursued as we strive to scale-up the adoption of improved technologies. Once the PHAP country staff are in place, we will be able to more fully and aggressively implement Program activities in each country.



Mr. Toshiro Mado, who has been in charge of SAA's efforts in post-harvest handling and agroprocessing since 2002, spent his last year with the organization launching Theme 2 activities in all four focus countries. During his time with SAA, he has stimulated significant interest in post-production activities, and has been particularly successful in developing mobile threshing and shelling equipment, and in promoting agroprocessing initiatives by farmers groups, especially in Ethiopia.

Promoting Public/ Private Partnerships

Over the years SAA has worked with a range of partners, both public and private. Since its inception, SAA and its SG2000 country programs have worked with national agricultural research and extension organizations to achieve impacts at the farm level – and to strengthen extension delivery while doing so. These efforts with public sector organizations have often been augmented by collaboration with private agribusinesses, primarily as a source of inputs needed for field activities. On occasion, however, these businesses have done more: financing demonstrations, giving credit (in kind or in cash), building storage facilities, and purchasing outputs. This history of successful public/private relationships bodes well for SAA's increasing efforts to develop formal partnerships with private agribusinesses, primarily to improve smallholder access to agricultural advisory services.

Under SAA's new strategy, four initial sets of activities are being implemented by Theme 3 – all in collaboration with SG2000 country program staff, and all geared towards promoting more pluralistic extension delivery and smallholder agricultural development. Activities include:

- Capacity building for private agribusinesses (input supply and agro-industrial enterprises) so they can offer agricultural advisory services to smallholder farmers;
- Strengthening of smallholder seed supply systems (formal and community-based) in order to support food crop productivity enhancement;
- Improving institutional linkages between research, extension, farmers, input suppliers, financial institutions, and market development organizations to increase coordination and enhance the impact of smallholder technical advisory services; and
- Helping to broker public/private partnerships between farmer associations and commercial contractors.

Private Sector Capacity Building

Strengthening the ability of local agribusinesses, especially input dealers, to offer competent extension support to smallholders is a central activity for Theme 3. Among SAA's focus countries, Uganda has the largest number of private agro-dealers – more than 2000 (an average of 29 per

district). These businesses are often the first contact for farmers in need of advisory services, yet they usually lack adequate training in basic agronomic practices. Moreover, the inputs they sell are normally packaged for commercial scale operations rather than smallholder farmers.

In 2009, a partnership was launched with the Uganda National Agro-Inputs Dealers Association (UNADA), aimed at strengthening the ability of member dealers to offer sound agricultural advice and to encourage the repackaging of their products with smallholder customers in mind. A planning meeting involving major stakeholders was held to share information and experiences, and to develop an appropriate training program for member input dealers. A taskforce was formed to fine-tune and finalize plans for dealer training, which is meant to begin in 2010.

Strengthening Smallholder Seed Supply Systems

A key constraint to improving crop productivity in SAA's focus countries is weak seed production and supply systems. There is a mix of public and private seed producers in these countries. In Ethiopia, the public sector is still dominant, but private community-based seed production is on the rise. In 2009, eight training sessions were organized by SG2000-Ethiopia in three regions (Oromia, Amahara and SNNPR). Over 180 technicians and 200 farmers were trained in community-based seed

Theme Director: Dr. Marcel Galiba



Dr. Marcel Galiba (Senegal) took up his new responsibilities as the Director of Public/Private Partnerships in mid-2009. He obtained his PhD in Agronomy (Genetics and Plant Breeding) in 1986 from Texas A&M (USA), and served as a Senior Field Scientist for Global 2000 Inc. from 1986-1990. He was then appointed as Country Director for the SG2000 programs in Ghana, Benin and Togo. The Ghana program was later placed with someone else, but Mali and Burkina Faso were added to Dr. Galiba's responsibilities. Work in Benin, Burkina Faso and Togo was eventually phased out, and he was able to dedicate himself completely to the Mali program beginning in 2006.



Agro-dealers are often the first contact for smallholder farmers in need of extension advice, and SAA is working to establish partnerships aimed at strengthening their ability to provide it.

multiplication methodologies, and with SG2000 funding, Oromia Seed Enterprise provided similar training to 50 farmers from 3 zones in Oromia region.

Uganda's seed production and delivery has been in the hands of the private sector for over 10 years, and many private seed companies and agro-input dealers are organized under the umbrella of the Uganda Seed Trade Association (USTA). Certified seed sales increased more than six-fold during this period, but still fall far short of the estimated 50,000 tons needed to meet current demand. An informal partnership with USTA was established in 2009, the purpose of which is to strengthen the capacity of selected seed companies and their farmer

out-growers through the use of proper agronomic practices and by supplying farmer-friendly seed production packages. Under this arrangement, SG2000-Uganda is to work with three seed companies (NASECO, EASCO, and PEARLSEED Ltd.) to identify system gaps and develop a plan for addressing them.

In Mali, SG2000 supported the establishment of two seed enterprises in the Sikasso region: Daouda Traore (DT) and Yousouf Sangare (YS) Seed Companies. YS produced a total of 140 tons on 42 hectares, and DT produced 17.2 tons on 14 hectares (Table 4). Both seed growers are former SG2000 farmers who were involved in field demonstration activities. They started with 0.5 and 1.0 hectare plots of QPM and

pursued training opportunities made available to them. When they saw the untapped seed market in the Sikasso region, they both decided to start seed supply businesses, and have become large and successful farmers in the region.

Improving Institutional Linkages

Relationships between farmers, researchers, extension professionals, and agribusiness companies have always been tenuous in SAA's focus countries. Theme 3 is therefore working with SG2000 country programs to bring key stakeholders together in the interests of better system coordination and efficiency.

SAA's own participatory strategy development was used to begin strengthening institutional linkages. Meetings with a range of stakeholders were organized in all four focus countries. In Uganda, for example, a two-day National Annual Stakeholders Planning Meeting was organized by SG2000 in early 2009 to obtain input into the proposed strategy and to facilitate information sharing and build relationships among ministry and district officials, private sector organizations, local NGOs and donor representatives. And in Ethiopia, three such meetings were held, one at the federal level and two at the regional level. While the focus of these gatherings was to review the new SAA approach, they also offered a rare opportunity for key stakeholders in Ethiopia to

interact – some of them for the first time.

Other SG2000 activities promote better institutional linkages as well. In Mali, for example, farmers' organizations backed by SG2000 are building closer ties to agro-dealers through an AGRA-sponsored project aimed at strengthening input supply chains and market-oriented production. And in Nigeria, SG2000 collaborated with three private input suppliers – SARO Agro-Chemical, MANOMA Seed Company and Excel Organic Fertilizer Company – to establish product demonstrations and provide crop production training to selected farmers in Kano and Jigawa states. SG2000 also helped 25 crop/livestock farmers in five villages obtain a total of 5.9 million Naira (~ US\$ 39,000) in affordable bank credit, and facilitated training in how to obtain and manage such loans.

Connecting Farmers Organizations with Commercial Contractors

Smallholder farmers often have difficulty accessing markets, which is a major reason for establishing farmers' associations. While middlemen play an important role in linking farmers to markets, they often take advantage of the weaker farmer cooperatives. In response, SG2000 country programs have become increasingly active in facilitating direct linkages between farmers' groups and commercial contractors, and strengthening the ability of



In order to meet quality standards established by the P4P program, farmers must improve on traditional post-harvest processing. Here the "Bamba Thresher", developed in Senegal, is being tested with millet in Mali.

participating farmers to negotiate and fulfill beneficial contractual agreements.

SG2000-Mali has been particularly active in this regard. The Program began supporting a National Cereal Stock Exchange in 2006, which enabled organized farmers to access the national cereals market and negotiate directly with buyers, even from neighboring countries. Experience soon revealed the need for a separate exchange focused on marketing certified seed, which was established in 2008. Six public and private organizations have joined SG2000 in supporting this initiative, and during its second trading event 35 contracts were signed – worth about US\$ 290,000 – to supply nearly 440 tons of seed for 11 different commodities.

SG2000-Mali has also led the way for SAA's involvement at the country level in the World Food Programme's Purchase for Progress (P4P) initiative. In May 2009, SG2000 was selected as one of the few partners to be involved in P4P activities in the country. The purchase of 1,500 tons of millet and sorghum was planned for the year, with at least 300 tons to come from farmers' organizations associated with the Program.

Training was conducted relative to the P4P program for 42 farmers' organizations and 330 farmers (180 of them women). Staff from such organizations as the Malian Ministry of Agriculture, Afrique Verte, and Catholic Relief Service-Mali, providing good opportunities to reinforce relationships among the different players involved in P4P and smallholder agricultural development in general.

Contracts with six SG2000 farmers' organizations were signed for the delivery of 480 tons of millet and 220 tons of sorghum. In the end, however, just over 409 tons of millet and 212 tons of sorghum were supplied under these contracts, the shortfall due mainly to unanticipated production difficulties for several farmers' groups. Still, the venture is considered a success, and the lessons learned are being applied to future P4P negotiations, both in Mali and in other SAA focus countries.

Table 4. 2009 seed production of Traore and Sangare Seed Companies in Sikasso

Seed grower	Crops	Variety	Cultivated area (ha)	Yields (kg/ha)	Production (tons)
Daouda Traoré	Maize	Dembagnuma	5	1600	8
		Nerica 4	5	1300	6.5
	Rice	Gambiaka	2	1000	2
		Sik 353 A10	2	600	1.2
Youssouf Sangaré	Maize	Sotubaka	2	3000	6
		Dembagnuma	1	3200	3.2
	Rice	Nerica 4	13	1785	23.2
		Gambiaka	6	4000	24
	Maize	Sotubaka	10	5000	56
		Rice	Nerica 4	6	1933
		Dissi	4	4000	16

Human Resource Development

Human resource development is a key component of the new SAA matrix, and management of this theme has been placed in the experienced hands of the Sasakawa Africa Fund for Extension Education (SAFE). Focused on building the skills of mid-career extension professionals, SAFE continued to see a steady increase in student intake during the academic year 2009/10, this despite the fact that the number of programs remained unchanged. SAFE is still operating 13 programs in nine countries, including the four SAA focus countries. The total number of beneficiaries increased from 2,626 in 2008/2009 to 2,854 in 2009/10 (Table 5), indicating the continued relevance of the SAFE initiative and the interest of the public and private sectors in capitalizing on our programs as a means to strengthen the skills of staff.

Ethiopia

The programs at Haramaya University and Hawassa University in Ethiopia are making good progress. Haramaya University continues to actively engage in SAFE activities by providing strong leadership to other programs in East and Eastern Africa. SG2000 staff have given guest lectures about their field operations to the students at Hawassa University. The lectures were particularly useful in creating awareness of potential SEP topics. One staff member later played a consultative role and provided technical advice to students as they developed and implemented their projects

Mali

The degree program at the Rural Polytechnic for Training and Applied Research (IPR/IFRA) in

Mali, and the diploma program at Samanko Agricultural College are also making steady progress, both in terms of sustained increases in student intake and the number of graduates. Unlike the degree program at IPR/IFRA, the proportion of female enrollment in the diploma program at Samanko Agricultural College has increased from 16% in 2008 to 36% in 2009. The Ministry of Agriculture remains committed to the program and has established a budgetary provision to support the Supervised Enterprise Projects (SEPs).

The alumni association in Mali is one of the most active. Its members regularly participate in the supervision of the students' SEPs in their respective regions of operation. This active participation helps strengthen the linkages between the lecturers,



Esther Koranteng (left) a mid-career student at Kwadaso Agricultural College (Ghana) discussing her Cocoa SEP with Lois Mensah (right), her lecturer and supervisor at KAC. Behind are some farmers from Tafo district of Eastern region of Ghana who are admiring the healthy cocoa hybrid seedlings being promoted by the student.

Theme Director: Dr. Deola Naibakelao



Dr. Deola Naibakelao (Chad) is the Managing Director of the Sasakawa Africa Fund for Extension Education (SAFE). He earned his PhD in Rural Sociology in 1982 from the University of Lyon II (France), and joined SAA in 1991 as a Program Officer based in Ghana. In 1993, he was asked to serve as the SAA representative in Ghana for the newly established SAFE program. In 1998, he was appointed SAFE Program Director, based in Burkina Faso, and in 2002 he assumed overall leadership of SAFE, with responsibility for 13 programs in 9 countries. Under SAA's new structure, Theme 4 (Human Resource Development) is being managed by SAFE. Dr. Naibakelao is thus wearing two hats: Managing Director of SAFE and Theme Director for Human Resource Development.

the students, the Ministry of Agriculture and the rural communities. As in the other countries where SAFE operates, farmers happily receive students and work with them because they too value (and learn from) the SEPs.

Nigeria

Ever since its inception in 2002, the SAFE program at Ahmadu Bello University (ABU) in Nigeria has enjoyed steady admission to its program, indicating the continued relevance and the high demand for the program. Most of the graduates are currently working with the Agricultural Development Projects (ADPs), Fadamas, as well as selected NGOs.

Bayero University Kano (BUK) in Nigeria made steady progress in 2009. Major stakeholders (including ADPs, Ministries of Agriculture and Ministries of Local Government) have given full support to staff enrolled in the program by paying full registration fees and other expenses, including salaries. The joint ABU/BUK SAFE management committee is now well established and regular exchange visits are made between the two universities to address issues pertaining to program implementation.

SAFE staff visited Adamawa State in Nigeria to discuss program expansion and partnership opportunities. In addition, Adamawa State University and Illorin University were assessed

in 2009 for their potential to host SAFE programs. Both universities have adequate lecture rooms, dormitories, and other physical facilities, as well as committed leadership and quality staff, to effectively implement a SAFE program.

Uganda

The current focus of SAFE support to Makerere University in Uganda is on a new delivery mode, i.e., a change towards distance learning. In 2009, the university began writing instructional materials for the distance learning version of the regular mid-career program.

Needs Assessments

Stakeholders' needs assessment workshops and assessment surveys were conducted in Ethiopia, Mali, Nigeria and Uganda and to identify emerging needs in agricultural and rural development extension. The reports from the workshops and the survey clearly show the need for curriculum review along the entire agricultural value chain, as well as the need for diversifying the modes of course delivery (distance education, sandwich courses, weekend courses and short courses) in order to accommodate candidates who cannot afford to enroll in the regular program.

The Importance of Networking

Networking among SAFE participating institutions is key to strengthening effective collaboration focused on the



Abdi Azaz (far right) a mid-career student at Hawassa University (Ethiopia) discussing his carrot SEP with farmers and his supervisors.

sustainability and relevance of the programs. Regional workshops are occasionally organized to facilitate this end, and a highly successful regional meeting for East Africa was organized in 2009 in Ethiopia. The workshop, held in Addis, explored ways of improving the training of mid-career extension professionals based on the experiences of participants so far, and was attended by representatives from the universities and ministries of agriculture in the region, as well as from Polytechnic University of Bobo Dioulasso in Burkina Faso (West Africa).

A regional workshop for Francophone institutions hosting SAFE programs was held in Bamako, Mali, in May 2010. It was attended by representatives from Benin, Burkina Faso and Mali. The main objective of the meeting was to harmonize curricula around key emerging areas (with especial focus on agricultural value chains) in order to remain demand-driven and relevant. The participants also had a critical look at gender issues as they pertain to training.

Challenges

The major challenges facing SAFE now include:

- How to reach out a wider audience through new modes of course delivery;
- Addressing gender issues in terms of increasing the number of female participants in the program, as well as the number of female faculty

members at participating universities and colleges;

- Reviewing and developing curricula with emphasis on agricultural value chains;
- Encouraging participating universities/colleges to become more proactive in identifying new training opportunities in order to remain relevant; and
- Refocusing and strengthening the linkages between ministries of agriculture and participating universities/colleges by helping the ministries to articulate their needs for human resources development.

The Way Forward

Given the growing demand for mid-career training and the difficulties for candidates employed by the private sector and for women to join full-time programs, it is imperative to offer new modes of instruction. Distance learning, sandwich courses, weekend courses, short courses, and so on are all being considered to augment our traditional offerings. We have begun developing training modules to fit alternative delivery modes, and this work will remain a high priority moving forward.

There is ample evidence that smallholder farmers can increase their incomes substantially if they process and add value to their produce. Extension services still focus mainly on production and tend to be ill equipped to provide advice further along the value chain. For this reason, our

curricula review and development process will address key elements of agricultural value chains, markets and empowering farmer organizations.

We must also ensure that universities and colleges broaden their admission criteria to provide opportunities to female candidates with backgrounds in non-agricultural production

fields, such as Home Economics, Nutrition, Food Science and Development Studies. Moreover, faculty gender imbalances must also be addressed. There are very few female lecturers involved in SAFE programs, and individual scholarships should be provided to potential female lecturers in order to increase their number.

Table 5. SAFE statistics, December 31, 2009.

Mid-career BSc and Diploma Courses	Graduated	Current	Total
University of Cape Coast, Ghana (B.Sc.)	371	25	396
Kawadaso Agric. College, Ghana (Diploma)	309	94	403
Haramaya, Ethiopia (B.Sc.)	312	57	369
Hawasa, Ethiopia (B.Sc.)	21	92	113
Makerere, Uganda (B.Sc.)	176	12	188
Sokoine, Tanzania (B.Sc.)	423	183	606
IPR/IFRA, Mali (Maîtrise)	86	90	176
Samanko Centre, Mali (Diploma)	48	77	125
Ahmadu Bello, Nigeria (B.Sc.)	72	65	137
Bayero University-Kano, Nigeria	0	66	66
Abomey-Calavi, Benin (Licence)	51	16	67
Bobo-Dioulasso, Burkina Faso (Licence)	20	36	56
Bunda College, Malawi (B.Sc.)	22	26	48
Sub Total	1,911	839	2,750
Scholarships	Graduated	Current	Total
Diploma	6	0	6
B.Sc.	32	0	32
M.Sc.	59	2	61
PhD	3	2	5
Sub Total	100	4	104
Grand Total	2,011	843	2,854

Monitoring, Evaluation and Learning

As SAA implements its new matrix, learning and innovation must be at the heart of the organization's program design and field operations. Thus, a critically important set of future activities involves systematically monitoring the results of SG2000 field programs, evaluating and documenting the effectiveness of SAA investments, and then using the lessons learned to modify its program of work.

The first steps towards establishing a formal approach to monitoring and evaluating the impacts of SAA's work were taken in 2006, when at the request of the Nippon Foundation, an independent "Knowledge System to Monitor and Assess Impacts of SAA and Partners Activities" project was initiated. The Foundation contracted with the International Maize and Wheat Improvement Center (CIMMYT) to design and implement a 5-year project aimed at gauging outcomes and impacts of its investments during the current 2006-10 phase in two SAA focus countries – Ethiopia and Uganda.

Project Objectives

The project developed a knowledge system designed to enable the monitoring and assessment of the livelihoods of participating farmers stemming from technologies and activities promoted by the two SG2000 programs. Project objectives included:

- Measuring, monitoring, and evaluating the benefits of SAA/SG2000 country program activities, as well as the spread of packages of technologies and their effects on farmers' livelihoods;
- Measuring SG2000 impacts and changes over time;
- Developing impact assessment and livelihood geo-referenced databases accessible on the web; and
- Effectively communicating project results and their policy implications to different audiences.

More specifically, the project has been systematically monitoring, measuring and evaluating the dissemination and benefits of technology packages focused primarily on maize and wheat production, conservation tillage,

and post-production efforts, including post-harvest handling and agroprocessing. Other crops important within the local farming systems, such as NERICA rice, beans and teff, are also monitored as part of the project. With the help of Ethiopian and Ugandan national agricultural research and extension partners, project staff collect, tabulate and analyze field data, and have developed geo-referenced databases related to sample farm households.

The project employed a team of social scientists and economists trained in the basics of social science and participatory research, and of GIS and spatial analysis scientists. The training of extension workers and graduate students as enumerators in livelihoods impact assessment, monitoring and evaluation activities was a major activity in the project's first years. The training covered household and community surveys to assess and monitor impacts of SG2000 interventions. It also covered participatory livelihood assessment, the development of baselines, and appropriate sampling strategies and interview techniques. The participatory choice of technology impact indicators also featured in the training program, as did poverty and social impact assessment (based on the extensive experience of CIMMYT's impact assessment unit), survey design and planning, and the use of automated survey tools (such as handheld PDAs for data collection).

Sharing Results

Increasingly, the project's findings and their apparent policy implications are being communicated through workshops and publications, as well as through a project website (www.sg2000ia.cimmyt.org).

Theme Director:

Mr. Justine Wangila



Mr. Justine Wangila (Kenya) assumed his responsibilities as Director of Theme 5 (Monitoring, Evaluation and Learning) in June 2010. Mr. Wangila is an economist by training, with a Masters from the University of Nairobi (1990). He has 16 years of experience working as an economist and statistician with various public and private organizations in Kenya, Uganda, Tanzania, Malawi, Rwanda, Ethiopia, Madagascar and the USA. From 1998-2005 he served as an Associate Economist with ICRAF, before joining the Millennium Development Goals Centre (Earth Institute at Columbia University, USA) as a Regional Agricultural Economist based in Kenya. Much of Mr. Wangila's work has focused on the development and use of complex socio-economic data sets related to monitoring, evaluation and impact assessment.

org). This website (see Figure 2), launched in 2008, is hosted and maintained by CIMMYT and contains detailed background information about the initiative and the approach being taken. More than 20 technical economic reports, including published drafts of international peer-reviewed journal papers, can be accessed there. With password access (available on request), users can view over 16 datasets, including the results of baseline data, community surveys, periodic

monitoring and so on, from six primary sites in Ethiopia and three in Uganda where the SG2000 country programs operate. Also available on the site are interactive Google Earth and ArcView-based maps (see Figure 3), which are linked to information from all the farms being monitored, and a set of the research tools being used to collect and monitor socio-economic (and/or agronomic) data in real time.



Figure 2. The Impacts Monitoring and Assessment Project website <http://sg2000ia.cimmyt.org/>

Practical Uses

The project focuses on assessing impacts on the livelihoods of smallholder farmers. It covers both the direct and indirect, positive and negative, and intended and unintended impacts. Significant spillovers are also assessed, including on local non-participants, NGOs, the private sector, and on local development efforts and policies.

Through this project, the extent and impact of SG2000 activities in Ethiopia and Uganda are being made more visible to the international community and more user-friendly to a broad range of institutions committed to poverty reduction. This information will help SAA and other organizations to target future development and research activities in ways that are more

clearly relevant and of higher impact. It should also increase awareness among policy makers, farmers and consumers of the benefits of SG2000 activities and of key constraints to achieving greater impacts. Moreover, project results should help inform local development policy decision-making. Data is also being made available to and is being used by SAFE mid-career students in the two countries.

Developing a Comprehensive ME&L System

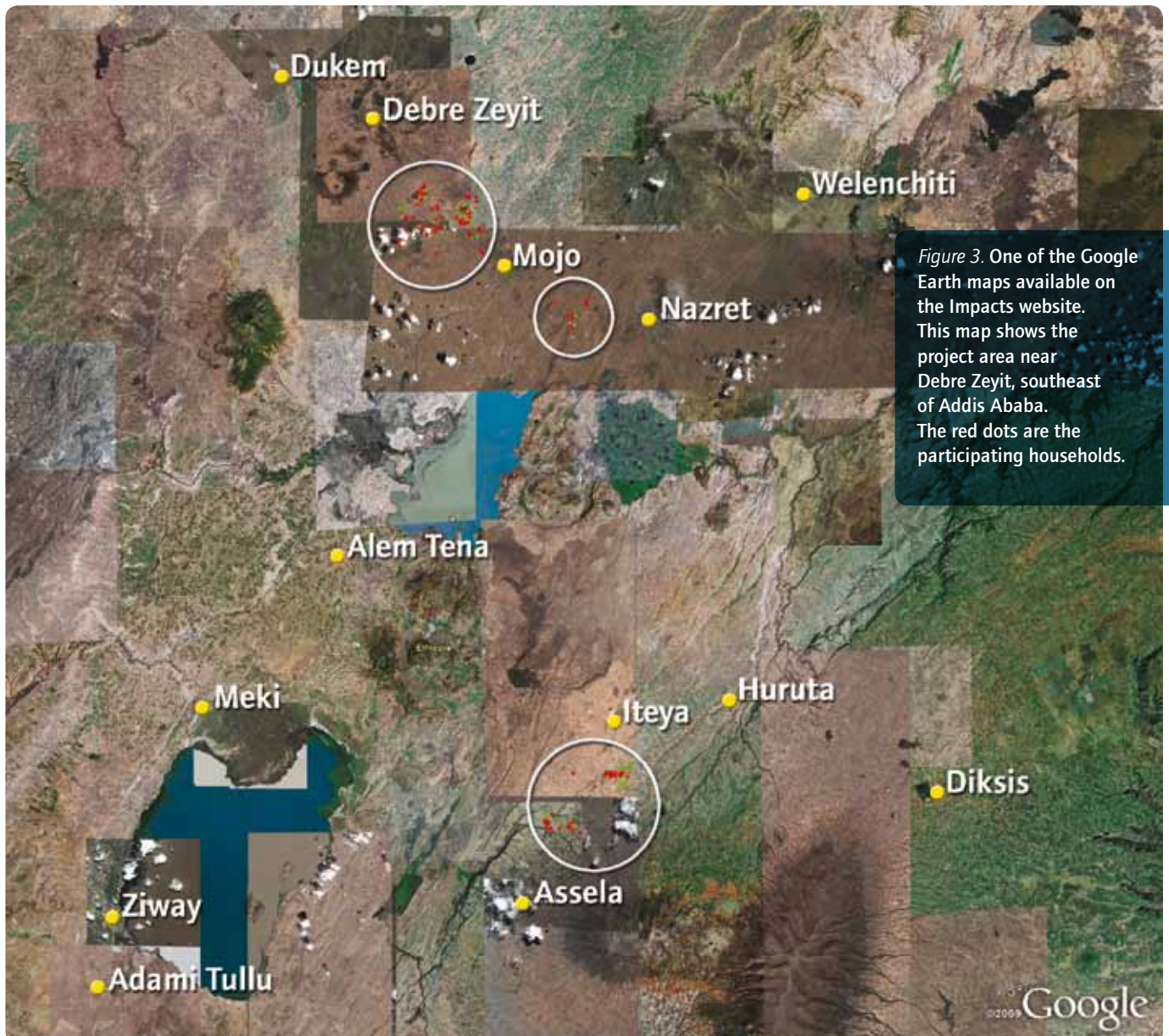
A major outcome of SAA's strategic planning process is the organization's formal commitment to better understanding and documenting the impacts of its investments. Theme 5 embodies this commitment, and it will work with and through the other SAA

Themes and the SG2000 Country Programs to implement a cost-effective monitoring, evaluation and learning system. The lessons learned through the CIMMYT Impacts Assessment Project will help guide development of a more comprehensive SAA ME&L system.

As part of the planning process, SAA also contracted with CIMMYT to help develop a preliminary ME&L system, one that will be modified as needed and implemented once the new Theme 5 Director comes on board. In general terms, the system will be aimed principally at monitoring activity inputs and outputs, and at facilitating early learning. For example, the system should enable the rapid appraisal of proposed technologies and activities, the management of key information across the matrix,

and the timely modification of SAA investments. Over time, extensive field data will be collected, and the performance of partners will be tracked and documented.

The monitoring and evaluation of impacts and outcomes will be geared towards supporting SAA's organizational learning process. In broad terms, the main activities of Theme 5, at least initially, will involve the design of assessment tools and methods and the selection and training of country-level ME&L teams. Impact and outcome data will be collected and analyzed, and findings will be communicated to key audiences inside SAA to encourage organizational learning. Partners, financial supporters and other stakeholders will also receive periodic updates from the ME&L effort.



In line with the new SAA matrix and strategy, the SG2000-Ethiopia Program has reorganized its work. Improving crop productivity remains a major activity, but more attention is now being given to post-harvest opportunities, and especially to improving the access of women farmers and agroprocessing groups to agriculture extension advisory services. In addition, the Program is working to strengthen public/private partnerships in ways that will enable the country's emerging private sector to help strengthen extension advisory delivery systems.

Improving Crop Productivity

In collaboration with Theme 1, SG2000-Ethiopia used a participatory approach to establish training platforms where participating farmers can learn by doing and adapt new technologies to their own needs and circumstances. A growing number of women farmers are getting involved in the learning process, primarily through the implementation of women voucher-assisted demonstrations or WADs.

Farmer learning platforms are made up of technology option plots (TOPs) and WADs. Using the TOPs, farmers test and select appropriate rates of fertilizer for their specific localities, rather than just applying the existing blanket recommendations of 100kg/ha each of DAP and Urea. TOPs are established at Farmer Training Centers (FTCs) and/or on farmers' fields, and are made up of three 500 m² sub-plots, each one demonstrating the effects of a different level of fertilizer. One of the sub-plots shows the effects of DAP and Urea applied at the rate recommended by researchers. The other two demonstrate what happens with application rates that are 50% higher and lower than the recommended rate. A total of 204 TOPs were implemented in

2009, demonstrating the effects of fertilizer applications on 6 different food crops.

The voucher-assisted demonstrations are intended to engage more women in the learning process and are therefore established mainly in the fields of female farmers. Each WAD covers an area of 1000 m², and demonstrates only the lower (and more affordable) level of fertilizer application. In 2009, a total of 306 WADs were established on farmers' fields, also using 6 different crops. SG2000 provides the inputs required both for TOPs and WADs, and backstops the development agents who are providing technical support and supervision to TOP and WAD farmers.

In addition to TOPs and WADs, SG2000 facilitates the establishment of production test plots (PTPs) by more advanced farmers who are accustomed to buying and using modern inputs, though in some cases they may need technical advice on how to properly apply them. In 2009, a total of 4800 PTPs were established on farmers' fields, using 5 different crops. Where needed, technical advice was provided by DAs to these farmers.

The crops included in the TOPs, WADs and PTPs (rice, wheat, teff, maize, haricot bean, sorghum and potato) were selected by the participating farmers, based on their importance and priority in the areas of intervention (*Table 6*). SG2000 staff provided practical training regarding implementation of the demonstrations to 594 farmers; 127 DAs; and 101 woreda, 32 zonal, and 9 regional experts.

Farmers' field days were organized in three target states (Amhara, Oromiya and SNNP) to showcase the distinct features of each technology option and their effects on crop productivity in selected intervention areas,

Country Director:

Dr. Aberra Debelo



Dr. Aberra Debelo (Ethiopia) was appointed Country Director of SG2000-Ethiopia in 2009.

He served as the program's Country Coordinator since 2005 and was promoted to Director under SAA's new structure. Dr. Debelo earned his PhD in Crop Science (Agronomy and Breeding) at Oklahoma State University (USA) in 1992. Before joining SAA, he was the Coordinator of the Eastern and Central Africa Regional Sorghum and Millet Research Network (2003-2005), and served from 1998-2003 as the Deputy Director General of the Ethiopian Agriculture Research Organization (now known as the Ethiopian Institute of Agricultural Research). Dr. Debelo was also the Ethiopian Sorghum Improvement Coordinator from 1992-1998, and the country's Maize Improvement Coordinator from 1982-1986.

Table 6. Number of farmers participating in learning platforms, by crops, in 2009

Crop	TOPs	WADs	PTPs	Total
Rice	42	63	675	780
Wheat	37	55	1000	1092
Teff	50	80	1350	1480
Maize	68	98	1650	1816
H/t bean	4	8	125	137
Sorghum	3	0	0	3
Potato	0	2	0	2
Total	204	306	4800	5310

and nearly 5,000 people (including guests) attended these events.

Post-harvest and Agroprocessing Efforts

Working with Theme 2, SG2000-Ethiopia also introduced improved post-production handling and processing technologies. Multi-crop and the "hold-on" type threshers as well as improved maize shellers, were demonstrated to 579 farmers (492 men and 87 women). Some 23 woreda officials, 19 subject matter specialists and 42 DAs also participated in these demonstrations.

Eight women's groups (with a total membership of 305 women farmers) organized and launched their own agroprocessing businesses in eight woredas across the three target states. Initial indications are that these new processing centers hold considerable promise for improving the livelihoods of group members.

Building Public/Private Partnerships

In line with the objectives of Theme 3, eight training sessions were held that focused on strengthening nascent private agribusinesses in the three target states. The overall goal is to help strengthen institutional linkages among research, extension, farmers, input suppliers, financial organizations and markets. SG2000-Ethiopia is striving to build the capacity of the country's emerging private sector agricultural enterprises, such as input suppliers and post-production processors, in order to bolster agricultural advisory services to smallholder farmers. As part of this initiative, over 200 farmers and some 180 extension professionals in the three target states received training in how to establish and more effectively manage community-based seed multiplication systems.



Teff grown in Enemay Woreda (Amhara State) under the fertilizer rate recommended by researchers.

Despite a late start to the 2009/10 cropping season and uneven rainfall, the overall food situation in Mali is good. Cereal production reached 6.33 million tons, which is 3% higher than projected and an increase of 31.5% over the production levels achieved in 2008/09. The country appears to be on track for reaching its 10 million ton cereal production target by 2012.

This progress in food production reflects the government's recognition of agriculture as the main engine of the national economy, and the high priority it assigns to reducing poverty. The yields of traditional food crops, however – including millet and sorghum, which provide the basis for food security in most rural areas – have been flat or declining since 2007.

As in the past, in 2009 the SG2000-Mali Program focused primarily on improving crop productivity and production. In line with the SAA strategy, additional attention was given to fostering innovation further along the value chains of target crops, and to nurturing key partnerships – changes in programmatic emphasis that will continue in the future.

Improving Crop Productivity

In cooperation with Theme 1, Program staff implemented a number of Farmer Learning Platforms (FLPs) at the village/community level. Each FLP comprised an average of three Technology Option Plots (TOPs) and three Voucher-assisted Demonstrations (VADs), which in future will be reserved exclusively for women farmers and known as Women Voucher-assisted Demonstrations (WADs).

During the 2009/10 cropping season, a total of 240 TOPs were established in 80 villages covering 4 administrative regions. The TOPs demonstrated several crops (millet, sorghum, maize, rice, groundnut and cowpea) and technology options (mainly improved varieties, different fertilizer types and levels, and intercropping). The average yields achieved in the TOPs were universally higher than the average national yields of the focus crops, and resulted in impressive indicative benefit/cost ratios (Table 7).

Post-production Activities

Post-harvest needs and priorities across Mali vary according to rural livelihood systems. In

2009, SG2000-Mali worked with SAA Theme 2 to conduct post-harvest needs assessment surveys aimed at identifying best-bet interventions. The surveys were revealing. Crops that hold the greatest potential for processing include cowpea (in Sahelian livelihood systems), and maize and rice (in Soudanian systems). In order to facilitate better processing of these (and other) crops, better equipment (such as multi-grain threshers and improved maize shellers) is needed. Improvements in micro-financing, transport, and access to markets will also boost income generation from processed food products. A lack of training and limited availability of financial resources limits the development of small agroprocessing enterprises. However, farmers expressed willingness to both pay for and supply needed post-harvest services (such as threshing), and the assessment surveys revealed opportunities for small agro-enterprise development.

Building Partnerships

SG2000-Mali has long been involved in partnerships designed to increase farmer incomes, mainly by increasing the productivity of popular crops. In the last few years, growing attention has been given to markets, and in 2009 the Program began working with the World Food Programme to facilitate the supply of locally produced commodities to WFP's Purchase for Progress (P4P) initiative.

In 2009, six farmers' organizations SG2000 focus villages were involved in the P4P initiative. They contracted to supply 480 tons of millet and 220 tons of sorghum. Drawing on production from 46 villages, the six organizations were able to deliver 409.35 tons of millet and 212.2 tons of sorghum (about 86% and 97% of their sorghum and millet contracts).

This first year of participating in the P4P initiative was a learning

Country Director: Dr. Abou Berthe



Dr. Abou Berthe (Mali) took over as Country Director of SG2000-Mali in mid-2009. He received a PhD in Animal Science (with a minor in agricultural economics and extension) from the University of Florida at Gainesville (USA). Before joining SAA, he was the Director of Research, and the Chief of Farming System and Natural Resource Management Research at the Institute of Rural Economy at Sotuba (Bamako). Dr. Berthe has over 25 years in agricultural research management in West Africa, with much of his time devoted to farming systems management and participatory natural resource development. He has been involved in a number of collaborative rural development and research projects sponsored by such organizations as GEF and USAID, and the University of Hawaii (USA) and University of Oslo (Norway).

experience. Key constraints included difficulties in meeting contract terms, and the use by P4P of Agricultural Market Observatory prices, which were somewhat lower than those in local markets. Initiatives are now being developed to address these constraints in the future.

SG2000 is also a partner in the AGRA/IER-sponsored micro-dosing fertilizer project in Mali, which began in 2009. In its first year, the project implemented 49 demonstrations of micro-dose fertilization in 12 villages (involving a total of 555 farm households). Two agro-dealer shops were established to increase the availability of inputs, and appear to be increasing the use of improved varieties by several households involved in the



Water from washbores may be a more affordable option for small-holder irrigation in Mali.

project. An important aspect of this project is the establishment of six cereal warehouses that in 2009 enabled more than 270 vulnerable households to store their produce after harvest for sale when prices are higher.

Table 7. Indicative benefits of technologies demonstrated in TOPs

	Treatments	Average Yields (kg/ha)	Benefit/Cost Ratio
Types of mineral fertilizers	Achtyva	1110	4.78
	NPK	970	4.03
	DAP	1720	7.74
Intercropping with groundnut	Toroniou	900	1.75
	Sanioba	1160	2.37
	Indiana	1400	3.15
Variety cropping Intensification	Toroniou	960	3.98
	Sanioba	910	3.72
	Indiana	1020	4.3
Micro-dose fertilization*	42 kg/ha DAP	1000	12.99
	100 kg/ha DAP	690	3.76
	No mineral fertilizer	740	

* 42 kg/ha of DAP fertilizer is the micro-dose technology; 100 kg/ha of DAP is the extension service recommendation

In 2009, the SG2000-Nigeria Program shifted from its previous mode of operation (with its primary focus on increasing crop productivity) to a more holistic approach for strengthening the extension advisory services provided to farmers. Our new approach aims to strengthen the skills and credentials of extension workers; improve the effectiveness of public agricultural extension systems to provide smallholder farmers with a range of appropriate technology options; build more effective research, extension, farmer, and input supplier institutional linkages; and broaden and strengthen private sector extension advisory services.

Implementing crop demonstrations

During the first year of implementing this new approach, the Program worked with Theme 1 leadership to plan for establishing 200 Technology Options Plots (TOPs) and 600 Women Voucher-assisted Demonstrations (WADs) in five northern states. Each 1,500 m² TOP was split into three sub-plots of 500 m² each. One of the sub-plots in each TOP was allocated to farmer varieties and agronomic practices prevailing in the area. The other sub-plots were used to demonstrate the yields of improved varieties under different levels of fertilizer. The 1,000 m² WADs involved the use of adapted improved varieties and intermediate levels of fertilizer. The Program also planned for providing technical backstopping of 4,000 Production Test Plots (PTPs). The 2009 demonstration program began with the selection of farmers and extension agents that would participate in the initiative, and training them on the new crop production concepts and procedures of the demonstrations.

In the 2009 cropping season, a total of 194 TOPs and 604 WADs were established. These demonstrations enabled participating farmers to make varietal and fertilizer rate comparisons for maize, rice, millet, sorghum, groundnut, cowpea, soybean and sesame. In addition, a total of 55 field days were held, which were attended by nearly 4,400 farmers from the surrounding areas (about 20% of them women).

The cropping season generally began with dry-spells across the north, but the rains stabilized in June and ended in October. While these early dry-spells reduced staple food production in some

areas, the crop demonstrations were largely unaffected. Average yield results comparing farmers' varieties to improved ones are shown in *Table 8*.

Post-harvest Needs Assessments

Assessment surveys focused on post-harvest and agroprocessing in three northern states (Adamawa, Gombe and Jigawa) were conducted in collaboration with Theme 2. A total of 15 villages and 15 groups of processors (220 members) were visited. The surveys were carried out with the aim of identifying promising processing opportunities in target crop value chains around which post-harvest and agroprocessing activities can be established. The surveys also sought to obtain information on the utility of existing prototypes of agroprocessing equipment, and about different storage structures currently in use, in order to help design appropriate post-production training and demonstration programs.

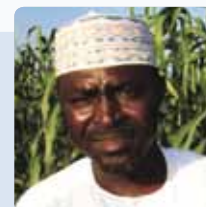
Fostering Partnerships

In 2009, SG2000-Nigeria collaborated with SARO Agro-Chemical (on 20 maize and rice herbicide demonstrations), MANOMA Seed Company (which

Country Director:

Dr. Sani Miko

Dr. Sani Miko (Nigeria) joined SAA in 2009 as the SG2000-Nigeria Country Director. He obtained a PhD in Irrigation Agronomy in 1999 from Ahmadu Bello University (ABU) at Zaria (Nigeria). Dr. Miko began his career in the Department of Agronomy at ABU in 1988, rising to the position of Senior Lecturer in 2000, a position he held until 2004. While there, he was involved in extension and research on cereal agronomy and water management at the Institute for Agricultural Research, Samaru. He moved to Bayero University, Kano (BUK) as a Senior Lecturer in 2004 and was promoted to Reader in 2005. Before joining SAA, Dr. Miko was Head of the Agronomy Department and the Dean of the Faculty of Agriculture. He worked with SAA during his university career to help improve the effectiveness of selected SG2000-Nigeria field programs.



funded maize production training for 40 farmers in Kano and Jigawa states), and Excel Organic Fertilizer Company (which funded two maize demonstrations using their new organic fertilizer).

As part of its efforts to promote greater local partnership, in January 2010 SAA invited eight Executive Governors (from Adamawa, Bauchi, Gombe, Jigawa, Kaduna, Kano, Plateau and Zamfara States) to a round-table discussion focused on state government funding of SAA/SAFE activities in Nigeria. Several

Governors attended personally and others sent personal representatives to the meeting. All responded positively to a proposal for cost sharing in the implementation of SAA/SAFE activities for an initial period of five years.

His Excellency, the Executive Governor of Adamawa State, Admiral Murtala H. Nyako (Rtd) presided over this historic meeting. A communiqué and draft MOUs were sent to all eight states and positive responses have begun to arrive.



SAA organized a meeting of the Executive Governors of six northern Nigerian States to discuss local support of SG2000-Nigeria activities. Shown here are the Governors of Zamfara and Adamawa, and the Deputy Governor of Kano.

Table 8. Yields from TOPs comparing farmers' varieties with improved varieties for seven crops

Crops	Farmer Variety Average Yield (kg/ha)	Improved Variety Average Yield (kg/ha)	Improved Variety II Average Yield (kg/ha)
Maize	2,930	3,620	3,710
Millet	1,817	2,323	2,326
Rice	1,675	4,335	4,065
Groundnut	1,039	1,387	1,500
Cowpea	1,371	1,766	2,090
Sorghum	1,034	1,767	1,884
Sesame	424	560	620

The SG2000-Uganda Program underwent a competitive staff recruitment process between September 2009 and March 2010. This brought on board a new Country Director, Dr. Sarah Ossiya, as well as four new Thematic Coordinators and two Program Officers.

Technology Demonstrations

In 2009, Program staff worked with the Theme 1 Director to re-conceptualize its crop demonstration program. Crop demonstrations are organized into Farmer Learning Platforms (FLPs), which are made up of several 1,500 m² Technology Option Plots (TOPs) and 1,000 m² Women Voucher-assisted Demonstrations (WADs). These demonstrations are all hosted by farmers and supported by Community Based Facilitators (CBFs) selected from within the community. The TOPs compare farmers' practices with two levels of improved technologies (Figure 4). The WADs focus on building the capabilities of women farmers and comprise an intermediate technology plot alongside one featuring prevailing farmer practices (Figure 5). In the main cropping seasons of 2009 and 2010, more than 980 TOPs and 1320 WADs were established in 7 districts.

Over 1650 farmers (54% of them women) attended field days organized in partnership with the One-Stop Center Associations (OSCA). In some locations, such as Wakiso and Kamwenge Districts, the effectiveness of the CBF model of grass root extension delivery to smallholder farmers led to the use of District funds to train additional CBFs.

To increase use of fertilizers and other inputs, SG2000 partnered with input dealers to repackage the supplies into portions that reflect smallholder farm sizes and financial means. The Program is now working with the Uganda National Agro-inputs Dealers Association and other partners to influence national policy on the re-packaging of inputs.

Post-harvest and Agroprocessing

Post-harvest losses in Uganda – estimated to be between 12-25% at the farm level – are a major problem. Moreover, the majority of the country's smallholder farmers lack the capacity to engage in agroprocessing activities, which results in most farm produce being sold with little or no value added to it.

Program staff worked with the Theme 2 Director to carry out two needs assessments. One of these covered two Districts (Tororo and Mukono), and indicated that most smallholder farmers were still employing rudimentary technologies and incurring high post-harvest losses. A second assessment was conducted across seven districts, and focused on gauging the capacity of local fabricators to produce appropriate equipment for smallholder farmers based on available prototypes. The latter assessment found that fabricators were especially constrained by a lack of appropriate materials and the high cost of importing engines.

During the year, three local fabrication workshops that had participated in an SG2000 training program were engaged to produce equipment for threshing, shelling and cleaning grain. The Program also trained 75 service providers (10 machine operators and 65 farmers) in the use and maintenance of various types of equipment.

Over time, the goal is to establish Post-harvest Extension Learning Platforms where farmers learn about technologies that can reduce post-harvest losses and add value to their produce. Six of the existing One-Stop Centers now host basic platforms, which will be strengthened to provide post-production training to about 800 farmers.

The Program is continuing to work with JICA-Uganda in piloting the mobile delivery of post-harvest and agroprocessing services. Together the organizations are testing and further developing a mobile rice mill mounted on a small truck that can maneuver through narrow rural roads. The goal is improve accessibility, affordability and timeliness of milling services for farmers in remote areas.

Country Director: Dr. Sarah Ossiya



Dr. Sarah Ossiya (Uganda) was appointed as Country Director of SG2000-Uganda in 2009, the first woman to hold a country director position for SAA. She earned her PhD in Rangeland Ecology and Management from Texas A&M (USA) in 1999, and is an expert on pastoralism and the impact of agriculture on low-income communities. She managed Oxfam's "Reporting on the Status of Pastoralism" project, was Country Director of FARM Africa Uganda, and worked for Panos Eastern Africa, coordinating a Pastoralist Communication Program across eight African countries that elevated voices of marginalized target communities. Dr. Ossiya's career to date has emphasized not-for-profit management and program development, evidence-based policy research and analysis, and capacity building.

Partnerships and Market Access

SG2000-Uganda is working with the Theme 3 Director to identify and promote partnerships that will enable better farmer integration along important crop value chains. As a part of this effort, the Program continues to strengthen existing OSCAs and to facilitate smallholder market access

Six OSCAs, with a total membership of more than 8,600 farmers (nearly 60% of them women), have received management training aimed at ensuring that all legal requirements for such enterprises are met. The OSCAs provide an institutional framework in support of the production and marketing of high-quality maize, beans and other crops, and through OSCA membership farmers become more integrated into crop value chains.

The Program also helped establish links with WFP's Purchase for Progress initiative. Local bulking sites have been set up, and these are connected to satellite marketing centers that feed into a warehouse receipt system that supplies discerning buyers like WFP. Nearly 200 farmers and other stakeholders received training in 2009 related to meeting WFP's contractual expectations and other implementation matters.

Figure 4. Average yield results from TOP crop demonstrations across seven districts in Uganda.

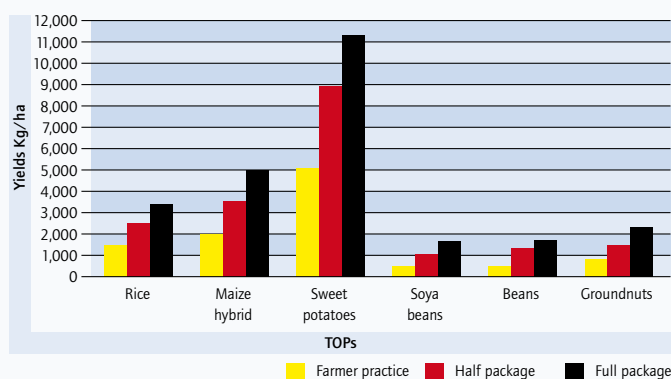
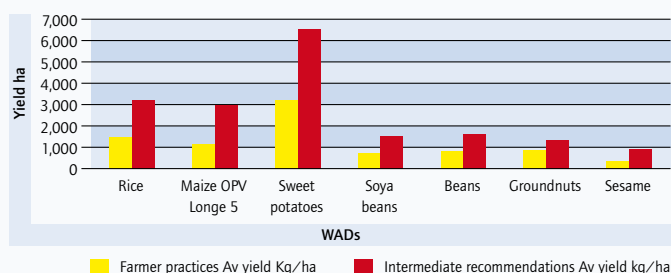


Figure 5. Average yield results from Women Voucher-assisted Demonstrations across seven districts in Uganda.



New Funding Strategies

Throughout its 24-year history, the Sasakawa Africa Association has enjoyed the strong support of The Nippon Foundation (NF), Japan's largest private philanthropic organization. In the late 1970s and early 1980s, a number of African countries were struggling to cope with worsening hunger caused mainly by prolonged drought. Ryoichi Sasakawa (NF's founder) responded by providing food aid to several of the hardest hit countries. But it was clear to him that food aid provided only partial and temporary relief



For nearly three decades, the Nippon Foundation has brought hope to the rural poor of Africa, first in the form of food aid, and then as long-term investments in agricultural development efforts that have improved the lives and livelihoods of millions.

A Long-term Commitment

It was then that he reached out to Dr. Norman Borlaug and to former US President Jimmy Carter in search of a more sustainable solution to Africa's food challenges. His vision was for a Green Revolution in Africa, similar to that occurring in the Asian Subcontinent, and he was prepared to fund the long-term effort needed to achieve it. Generally weak and ineffective extension services were identified as a key problem, and SAA was formed to help public extension organizations strengthen their delivery of existing technologies and information to farmers.

Over the years, and under the leadership of Yohei Sasakawa (Ryoichi's son), NF continued its enduring support of SAA's efforts to improve the effectiveness of extension advisory services in selected African countries. Such long-term support is a rarity in the history of development organizations, and it enabled SAA to focus on the implementation of its Sasakawa-Global 2000 country programs without worrying about raising funds to keep its programs going. All SAA had to do was use its resources wisely and be accountable for how funds were expended.

On occasion, small amounts of complementary funding from other organizations were obtained to implement specific activities in focus countries, but the vast majority of SAA funding came from NF. The same was true for the Sasakawa Africa Fund for Extension Education (SAFE), which was established in 1991 by the SAA Board as a separate organization with NF funding.

The Need to Scale Up

In recent years, however, as the complexities and challenges of African agriculture have become better understood – and as national extension services have responded by broadening their agendas – both SAA and SAFE have realized the need for a concerted effort to diversify and scale up their work. New priorities and programmatic areas have been established (see pp. 1-3) that, to fully implement, require additional sources of funds.

Fortunately, NF has indicated its firm intention to continue supporting the SAA and SAFE programs into the foreseeable future. With this solid base of support, the fund-raising challenge is thus one of mobilizing complementary resources that can be used to build the two organizations and intensify their efforts on behalf of resource-poor smallholder farmers in focus countries. In 2008, SAA launched a drive to diversify its funding sources and increase annual budgets by at least 50% by 2011, and SAFE is now embarking on a similar path.

A Collaborative Effort

All SAA and SAFE staff – as well as the SAA/SAFE Board of Directors – have their roles to play in raising and effectively using additional funds. The Board has oversight and fiduciary responsibilities, of course, and provides general guidance for resource mobilization. The Executive Directors provide strategic leadership, and work with the SAA and SAFE Managing Directors to cultivate possible funding opportunities. Theme Directors are expected to draw on their respective professional networks to identify and help develop potential new sources of funds. And Country Directors engage with a variety of organizations and government officials to seek out local resources in support of SG2000 activities.

Potential Sources of Funds

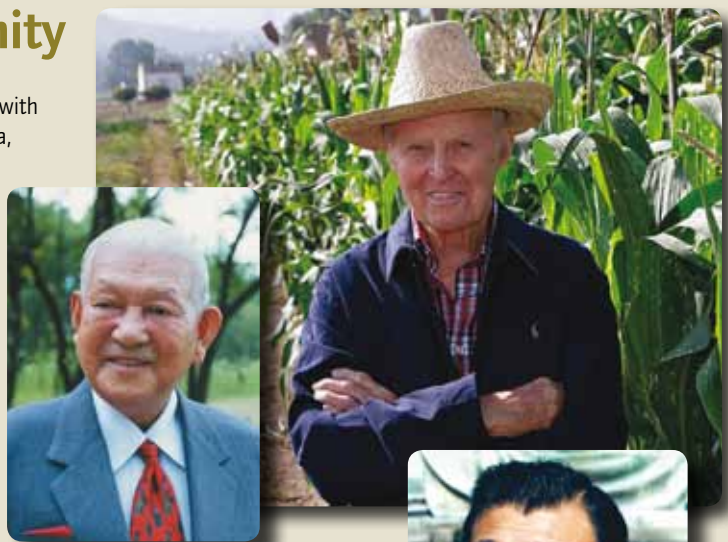
Several new projects appear to be on the verge of receiving final approval in 2010, which would enable SAA to significantly ramp up its program of work in the coming years. Resource mobilization efforts are focusing on five categories of potential investors:

- **Private Foundations** – This category of investor is expected to remain the major source of funding for SAA. In 2010 the Nippon Foundation committed US\$ 7 million to SAA and US\$ 2 million to SAFE to support program activities. SAA is negotiating with the Bill & Melinda Gates Foundation to strengthen work with the Government of Ethiopia to improve the impact and sustainability of its agricultural extension services. However, no agreement has been finalized. SAA is also a sub-contractor on a project in Mali funded by the Alliance for a Green Revolution in Africa (AGRA) that was established with the Institut de Economie Rural, the national agricultural research organization, to develop sustainable soil fertility strategies for sorghum and millet. In the future, private foundations are expected to supply about 65% of SAA funding.
- **National Governments** – SAA is requesting earmarked financial support from its partner governments. In a first attempt, eight northern State Executive Governors in Nigeria have agreed to provide additional support for local SG2000 programs. The Jigawa and Bauchi State governments have been the first to follow through on the pledges. Each is transferring \$30 million Naira (about \$200,000) to a special drawing account for mutually agreed SG2000 project activities in their state. Several other states are in

A Legacy of Hope and Dignity

SAA and its SG2000 country programs were launched in 1986 with a sense of urgency shared by founding fathers Ryoichi Sasakawa, Norman Borlaug and former President Jimmy Carter – an urgency driven by the plight of millions of hungry people living in across Africa in abject poverty. At the time, many experts agreed that the research-based technologies needed to quickly increase food production were already available. The challenge was to get the right technologies into the hands of Africa's smallholder farmers, and to teach farmers how to use them. Meeting that challenge would bring hope to many of those living in poverty and hunger; it would enable many resource-poor farmers to realize more of their own potential and help them prevail with both pride and dignity.

This core idea resonated strongly with the Japan Shipbuilding Industry Foundation (now the Nippon Foundation), led by Ryoichi Sasakawa, who funded the initial SG2000 projects. Nearly a quarter century later, it still rings true with the Nippon Foundation, led by Yohei Sasakawa (Ryoichi's son). "We must put our faith in the will and strength of the people, and treat them as equal partners as we work toward our goal", says Yohei. "But the financial resources of one private foundation are not enough to do all that is necessary. African governments, international development agencies, NGOs and the private sector must work more closely together – as partners and investors – to help Africans reduce poverty and achieve food security."



Clockwise from left:
SAA/SG2000 founding fathers
President Jimmy Carter,
Mr. Ryoichi Sasakawa and
Dr. Norman Borlaug;
Mr. Yohei Sasakawa (above),
Chairman of Nippon Foundation.

the final stages of formalizing agreements and transferring funds. This category of funding is expected to support up to 20% of SAA's budget in the coming years. Funding will be country-specific, and will seek to improve government funding of extension, especially for operations (transport, inputs, training, coordination).

- **Official Development Assistance** – SAA has received funding from several official development assistance agencies. It coordinates a project supported by the International Fund for Agricultural Development (IFAD) dedicated to expanding commercial market demand for value added products in five Francophone West Africa countries (Burkina Faso, Chad, Niger, Mali and Senegal). A second phase began in 2008 and will run through 2012. SAA has received preliminary approval from the Japanese International Cooperation Agency (JICA) for an agroprocessing enterprise development project in Ethiopia. Good opportunities exist for developing smallholder extension programs that promote market-led, value chain enhancement. About 10% of future SAA funding is anticipated from this category of investor.
- **Private Sector** – As part of the Sasakawa-Global 2000 partnership, the Carter Center's Global 2000 program provided the secretariat for an SG2000 Agribusiness Forum that involved participation by corporate officers and staff from Cargill, DuPont (Pioneer), Yara (Norsk Hydro) Monsanto, and Syngenta (Norvartis, Ciba Geigy) in seminars with senior policy makers from SG2000 project countries. A range of investment, regulatory, and financial topics were discussed. Moving forward, SAA will seek to partner with private agribusiness companies, large and small, working with their social corporate

responsibility programs. SAA will seek support, in particular, for training and demonstration of productivity-enhancing technologies, within a code of ethics framework that ensures full transparency. This category of funding is not likely to exceed 5% of SAA's budget.

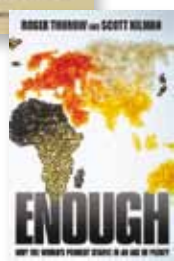
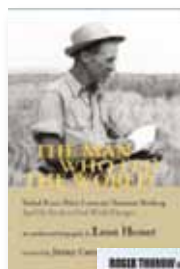
- **Farmers** – Agricultural extension is a labor-intensive and inherently costly activity. While governments pay for salaries, they rarely allocate adequate operational funds. This is a pervasive problem in African extension that greatly limits effectiveness and impact. It is unlikely that the needed funds will come from government. Hence, village-based extension workers need to develop a revenue model that permits them to generate sufficient income to cover local operating costs. The target extension revenue per farmer-beneficiary is US\$ 3.00-5.00/year. While not funding SAA directly, such local revenue generation models will help ensure sustainability of recommended extension methods and activities.

SAA and SAFE are nearing the completion of new 10-year strategic plans, both of which have been developed in a highly participatory process involving the full spectrum of stakeholders in focus countries. These plans, and the process by which they have been derived, provide the backdrop against which fund-raising activities are being undertaken. The goals, objectives, activities, outputs and timelines developed during the planning process are driving, and will continue to drive, resource mobilization. Moreover, a major outcome of the planning process has been to identify ways to improve the effectiveness and efficiency of both organizations – and both are fully committed to keeping overheads low and allocating the bulk of their resources to achieving desired impacts.

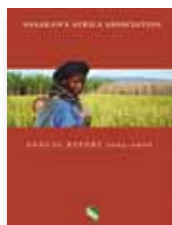
Public Information

A number of publications are available from SAA, including the Sasakawa Africa Association 20th Anniversary Report; the SAA newsletter, Feeding the Future, various Theme-related publications, and the SAA Annual Calendar. For a complete list, contact Mr. Tiff Harris (harris.tiff@gmail.com).

In addition, recommended reading includes: the authorized biography of Dr. Norman Borlaug: The Man Who Fed the World. Leon Hesser. *Durban House Publishing Company, Inc. 2006.*; and Enough: Why the World's Poorest Starve in an Age of Plenty. Roger Thurow and Scott Kilman. *Public Affairs Publishing. 2009.*



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2005-2006



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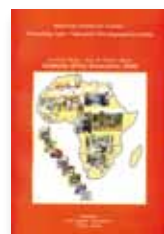
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Rapport d'avancement
2009



Value Chain Analysis
for the Development of
Food Systems and
Innovative Agro-based
Industry in Africa *Toshio
Mado & Kyoko Saio*



Improving Postharvest
Systems - Promoting
Agro-Industrial
Development in Africa
*Leonides Halos -
Kim & Toshio Mado*

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