



Implementation of the AUC-AFAAS MEMORANDUM OF UNDERSTANDING 2015- 2019 REPORT

AFAAS Secretariat, Kampala Uganda

May, 2021



Our Strategic Orientation

The African Forum for Agricultural Advisory Services (AFAAS) desires to ensure enhanced competency of AEAS providers to enable them better address the increasing needs and demands of various value chain actors.

Our Goal

Enhanced utilization of improved knowledge and innovations by agricultural value chain actors for improving productivity oriented towards their individual and national development objectives.

Our Mission

Promote lesson learning and professionalism, and add value to national agricultural extension and advisory service systems.

Our Vision

Agricultural Advisory Services that effectively and efficiently contribute to sustained productivity, profitability and growth of African agriculture for poverty reduction.

Pillar 1: Developing and sustaining network capacities. Under this Pillar AFAAS will undertake the activities that build on the achievements of the previous strategy. These include areas of governance, network management, coordination and operationalization of CF in existing and emerging countries. Under this Pillar, AFAAS will mutate its modus operandi from central management of networks at continental and national Secretariats to a user-driven network that broker services to members. The suites of services shall include supporting members in resource mobilisation for their individual and collective activities.

Pillar 2: Providing outreach services. The biggest asset that AFAAS has is its growing continental coverage of AEAS providers. The network has the potential to expand coverage of AEAS actors in existing and emerging CF that have the capacity to reach commensurately more farmers and other value chain actors. The 2018 -2027 Strategy proposes that AFAAS should capitalize on its networks to proactively engage with research, development, academic, financial and other private sector institutions as partners in the sector transformation. In this context AFAAS network becomes the vehicle for out-and up scaling uptake of technologies and innovations. To facilitate this, AFAAS shall develop platforms for to connecting donors - big and small, public and private - to discover opportunities for investing in innovation uptake by agricultural value chain actors including rural AEAS providers, farmer groups, distributors, processors and marketing agents that they support. In this context, AFAAS platform becomes a resource mobilization channel.

Pillar 3: Facilitating advancement of AEAS. During the development of the 2017 -2028 Strategy a number of critical concerns for improving advancement of AEAS were identified. These included supporting AEAS innovation and coordination; capacity development and professionalization of AEAS providers; and policy reforms that catalyse initiatives for engaging the youth in AEAS entrepreneurship. Therefore, in the current Strategy AFAAS intends to support participation of AEAS professional associations (where they exist) in resource mobilization using partnership projects in networks with of tertiary agricultural universities and colleges. To attract such partnership, AFAAS aspires to be and be seen to be the most competent knowledge resource on technologies and innovation.

1: Background

African Forum for Agricultural Advisory Services (AFAAS), established in 2006 as successor to the Sub-Saharan African Network on Agricultural Advisory Services (SSANAAS) formed in October 2004, is a continental platform for mutual learning and innovation among agricultural extension and advisory services (AEAS) providers across Africa. The AFAAS goal is to enhance utilization of improved knowledge and innovations for enhancing the utilization and adoption of productivity-enhancing technologies, value-adding processes and loss-reducing practices in the value chains within which smallholder producers are embedded. Its mission is to promote lesson learning, improve professionalism and add value to national AEAS systems. This is achieved through policy advocacy and lobbying, sharing of knowledge and information and increased professional interaction among AEAS actors. The specific focus of AFAAS is on knowledge and knowledge support.

The main objective of AFAAS is to enable AEAS stakeholders to have a common voice and a platform for sharing experiences and information, innovations and technologies across countries and regions while creating an efficient, effective and synergistic linkages and partnerships among AEAS of member countries by:

- a) Ensuring that CAADP Pillar 4 (agricultural research, technology dissemination and adoption) directly addresses the needs of African farmers as regards advisory services, contributing to making these services more effective and relevant.
- b) Mobilising and utilising synergies across Africa for advisory service development;
- c) Ensuring the accessibility of appropriate and up-to-date knowledge on advisory services from a range of sources in Africa and internationally;
- d) Empowering country and regional level advisory service stakeholders to

determine their own priorities and lead efforts to improve their national and local advisory service systems.

- e) Building partnerships at national, regional and international levels between agricultural advisory services and other institutions contributing to sustained growth and transformation of agriculture; and,
- f) Building a continental African organisation that can sustainably support national agricultural advisory services to continuously enhance their contribution to national, regional, continental and global development objectives.

AFAAS has the mandate (working in close collaboration with other continental and sub-regional bodies, most notably; those in the areas of agricultural research, organised farmer organisations and private sector involvement) to implement the agricultural advisory services aspects of the AU flagship CAADP programme – as delegated through a Memorandum of Understanding (MoU) signed in 2008 with the Forum for Agricultural Research in Africa which was the Lead Agency for CAADP Pillar 4. Cognisant of the fact that the African Union Commission (AUC) recommitted itself to enhancing the CAADP momentum by adopting the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods in June 2014, AFAAS reaffirmed its commitment to the cause by signing a MoU with the AUC in April 2015. The AUC is the Secretariat of the AU entrusted with executive functions on agriculture and rural development. The MoU legitimised AFAAS as an AUC institution spearheading Agricultural Extension and Advisory Services (AEAS), with a focus on knowledge and knowledge support of the Science Agenda for Agriculture in Africa (S3A) under the framework for sustaining CAADP momentum.

This report is being prepared to help AFAAS, AUC and their partners and stakeholders in four important ways:

1. Ensuring accountability: To highlight areas where the partnership operated effectively and made a difference. It answers critical questions like: Are members satisfied with how the partnership functioned and their role in the partnership? Did the Parties in the partnership and their partners and stakeholders benefit from the work of the partnership? Were partners contributing in meaningful ways? Was the partnership using its resources (more than just money) wisely?
2. Demonstrating performance: To provide evidence as to which of the partnership stated goals were met and if changes need to be made to improve the functioning of the partnership, should the Parties decide and agree to renew the now expired MoU. The assessment helps answer questions such as: Did the partnership achieve its goals and objectives? Were interventions undertaken in the context of the partnership effective? Are there other approaches that could/should be tried? Is the AEAS community better off as a result of the AUC-AFAAS partnership efforts? How can AUC-AFAAS ensure on-going sustainability of the partnership and its outcomes?
3. Increasing visibility: To demonstrate how the partnership increased the awareness and support of AEAS community members, decision-makers, funders and partners. It should also inform decisions regarding policy and advocacy work, answering questions such as: Is the AEAS community aware of the partnership and the work undertaken under the arrangement? Does the AEAS community support the efforts/areas of focus? Did the policy makers (RECs, National Governments support the advocacy/policy recommendations proposed through the partnership events and activities?
4. Promoting knowledge exchange: To highlight existing strengths and weaknesses of the AFAAS Network and inform strategies to help strengthen areas that are of concern to the partnership. Key questions include: What elements strengthened the partnership functioning? What might be done differently next time? With whom and how can what has been learned shared?

2: Provisions and implementation status of the memorandum of understanding

The MoU specified the following five objectives for which AFAAS would be accountable:

- a) AFAAS would ensure that CAADP processes sufficiently involve advisory services provision in implementation plan and contribute to making these services more effective and relevant;
- b) AFAAS would ensure the availability and accessibility of appropriate and up-to-date knowledge on advisory services from a range of sources in Africa and worldwide;
- c) AFAAS would strengthen the capacity of country level extension and advisory service stakeholders in determining national priorities and in improving their systems;
- d) AFAAS would build partnerships at national, regional and international levels between agricultural extension and advisory service and other institutions contributing to sustained growth and transformation of Africa's agriculture; and,
- e) AFAAS would build its own capacity to serve effectively as a continental African organisation that can sustainably support national agricultural advisory services to continually enhance their contribution to national, regional, continental and global development objectives.

The key achievements are highlighted below and summarised in the matrix attached as annex to the report.

3: Highlights of achievements, Conclusions and Recommendations

3.1 Highlights of Achievements

AFAAS is the only continental organisation with a strong focus on AEAS, now with footprints in 41 African countries. Furthermore, AFAAS has been effective in mobilising effective partnerships for advancing AEAS in Africa as indicated in Annex 1 and summarised below:

- A total of 22 Country Fora (CFs) with individual membership of 3,957 (24% females) have been established and are fully operational in Benin, Burkina Faso, Cameroon, Ethiopia, Kenya, Ghana, Liberia, Madagascar, Malawi, Mali, Mozambique, Nigeria, Rwanda, Sierra Leone, South Africa, South Sudan, Sudan, Togo, Uganda, Zambia, Zimbabwe and Tanzania, while sensitization was done in 19 countries with partially functioning CF (Botswana, DRC, Burundi, Egypt, Gambia, Gabon, Swaziland, Somalia, Seychelles, Namibia, Mauritania, Morocco, Tunisia, Eritrea, Côte d'Ivoire, Republic of Congo, Central African Republic, Senegal, and Angola).
- Two Regional Fora - the West and Central Africa Network Agricultural and Rural Advisory Services (RESCAR-AOC) regional forum, Southern Africa Regional Forum for Agricultural Advisory Services (SARFAAS) have also been established.
- There are 16 CFs with capacity to articulate demands, engage in policy advocacy, advocate for AEAS reforms and implement activities in AEAS
 - o Benin, Uganda, Malawi, and Nigeria have contributed to AEAS reforms in their respective countries;
 - o Ethiopia, Kenya, South Africa, Ghana, Rwanda supported AEAS policy and strategy development;
 - o Nigeria, Madagascar and Ethiopia promoted AEAS professionalization;
 - o Mali promoted Radio based extension;
 - o South Africa, Kenya and Uganda supported professionalism, accreditation and a reward system.
- At least 16 AEAS extension approaches have been recommended by CF including:
 - o Farmer Field Schools, Demonstration Plots, Lead Farmers, Farm Business Schools, Agro-dealers as Extension Agents, Farm Management Boards, Focal Area Approach, Agricultural Training Centres, Exchange Visits, Brochures, Videos, Community Loudspeakers, radios and telecentres.
 - o A total of 32,686 individuals were reported utilizing AFAAS network IT tools and platforms. This number included website users for the Sub-regional fora (RESCAR-AOC and SARFAAS) and seven CF (Uganda, Kenya, Nigeria, Malawi, Mali, Mozambique and Madagascar). Other ICT channels used by AFAAS include Twitter, the Virtual Social Networking Platform (VSNP), Dgroups and Youtube.

Through (i) mutually beneficial alliances; (ii) policy driven partnerships and, (iii) incentive-driven partnerships, the following were achieved:

- 107 partnerships had been established by the end of 2019. The overall number of partnerships initiated reached 107 with 34 based at AFAAS Secretariat while the rest of the partnerships are based at the CF level. This convening ability of AFAAS and its constituent CF is an asset that AUC should not lose:
- Continuous engagement through CFs have been maintained and was found to be an effective way to champion reforms and development of public sector support for AEAS systems;

- Partnership and innovations grants and projects were provided to the CFs and found to be effective entry points to reach farmers and other stakeholders, and adoption of technologies. Partnering on the basis of CAADP has led AFAAS and most of the organisations it has partnered with to ensure that their programmes are aligned to and deliver against the AU agenda. AFAAS has become a global model for partnerships, representing Africa's interests on AEAS issues in the CAADP framework, and continues to receive international support and admiration.

AFAAS activities have been implemented under the principle of subsidiarity whereby functions are performed at the lowest level possible, as long as they can be performed adequately and where such functions cannot be implemented at higher levels of organisational arrangements. The formation and performance of CFs is a clear demonstration that individuals/constituted entities can accomplish their own initiatives and these achievements can serve as lesson learning across boundaries and at a higher level. A higher institution, in a subsidiary manner, provides help, support and mentorship where lower level institutions find that an undertaking is difficult for them.

The current DeSIRA-CAADP XP4 programme is demonstrating the significance of using the capacities and networks of continental and sub-regional organisations (FARA, AFAAS, ASARECA, CARDESSA and CORAF) to advance the AU-EU partnership agenda.

3.2 Conclusions

Collaboration and partnerships between agencies, professions, and across sectors in the delivery of public services is now a major policy goal across both the developed and developing world. The AFAAS-AUC partnership was driven by the common desire, initially to advance the principles of the Framework for Africa's Agricultural Productivity (FAAP) and later to deliver the CAADP. The FAAP Principles were: (i) Empowerment of end-users to participate in decision making on priorities, programmes and use of resources; (ii) Planned subsidiarity (giving responsibility & control over resources at the lowest appropriate level); (iii) Pluralism in the delivery of agricultural extension services; (iv) Integration of gender considerations at all levels; (v) Evidence-based approaches (including use of new science, knowledge and technologies); (vi) Integration of extension with other actors in the agricultural innovation system; (vii) Systematic utilization of improved management information systems/ ICT; (viii) Explicit incorporation of sustainability criteria (fiscal, economic, social and environmental); (ix) Cost sharing with end users according to their capacity to pay. The key principles and values that define the CAADP process include: (a) the pursuit of agriculture-led growth as a main strategy for achieving targets for food and nutrition security as well as shared prosperity, (b) the exploitation of regional complementarities and cooperation to boost growth, (c) the application of principles of evidence-based planning, policy efficiency, dialogue, review and accountability, (d) the use of partnerships and alliances including farmers, agribusiness and civil society, and (e) supporting implementation at country level as well as regional coordination and harmonisation.

As an area and sector based partnership, AFAAS is designed to bring together all relevant AEAS actors within the African continent and beyond that can contribute, on an equal basis, to improving and enhancing the utilization of improved knowledge and innovations

for improving productivity oriented towards individual and national development objectives. Bringing together all relevant actors is not easily accomplished, as this involves agreeing through mutual dialogue with institutions (usually of different levels) – many of which are traditionally competing with or ignoring each other – but also social partners, entrepreneurs, NGOs, the education and scientific sector, representatives of the civil society and many more. The interests of such partners, and therefore their approach to certain problems will usually be rather different, but have to be accommodated. Engaging in a partnership requires the comprehension of, and working with different organisations usually with differing missions, goals and activities.

3.3 Recommendations

There is good justification and need for AFAAS and AUC to recommit to the partnership through the renewal of the MoU since it was mutually beneficial to both organisations. The MoU provided the mandate and legitimacy to AFAAS to undertake and get involved in priority African cause – specifically, improving mutual learning and innovation among Agricultural Extension and Advisory Services (AEAS) providers across Africa to deliver on the CAADP.

Through the MoU, the AFAAS was delegated with the function of supporting Countries through the CFs, and through the CFs; strengthening local grass-root AEAS organizations to promote effective AEAS delivery approaches and methods; promoting innovativeness for the growth of the whole community: engaging in policy processes; strengthening areas of knowledge, information and communication (ICT) management etc. All these functions were designed to help in accelerating the implementation of CAADP and achievement of impacts more quickly and supporting the handling of aspects of the AEAS within the CAADP in respective AU Member States.

In the renewed partnership, AFAAS and the AUC should adequately focus on resource mobilization to support the activities of these CFs and their constituents. This focus on CF is specifically so, based on the recognition of the vast expertise at national levels (individual members/champions constituting the CF and the entities they represent) who are actively engaged in activities that affect the AEAS communities and contribute to the network growth at impact level.

In accordance with the principles of subsidiarity and proportionality, in areas in which AUC/AFAAS Secretariat does not have exclusive competence, the safeguard of the ability of the Member States (Country Fora in the case of AFAAS) to take decisions and action and intervene is appropriate. However, when the objectives of an action cannot be sufficiently achieved at local level, but better achieved and added value at higher levels, then the intervention by AUC/AFAAS can be called on 'by reason of the scale and effects. Reference to this principle in the new MoU should be unequivocal to ensure that powers and decisions are exercised as close to the citizen as possible.

Communication, accountability and ownership are key principles in a partnership. AFAAS/AUC should maintain the good practice of having designated units/individuals responsible for the implementation of the partnership, in addition to committing own and/or joint resources to finance initiatives and activities jointly planned in the context of the partnership. Regular meetings (as indicated in the MoU) and reporting against

agreed indicators should be adhered to. In particular, AFAAS should take leadership in tracking and reporting on the indicators in the CAADP Results Framework that relate to access to, utilisation and outcomes/impact of AEAS in Africa.

Annex 1.: Matrix of AFAAS performance in implementation of the AUC-AFAAS mou along three aspects of organisational partnerships

Subcategory (Area)	Key indicators	Provisions agreed upon in the formalisation of the Partnership	Description of Actions and Outcomes
<p>Partnership commitment: how and in what form did AUC-AFAAS commit to work together – in terms of the set of constructs that were used to describe processes for developing and nurturing the partnership formally formed/agreed upon, including the shared vision and leadership and management structures and practices.</p>	<ul style="list-style-type: none"> Number and type of operational guidelines, instructions, plans, or any other formal documentation that was developed and adopted to facilitate the operationalisation and implementation of activities in the partnership 	<ul style="list-style-type: none"> Memorandum of Understanding Annual work plans and budgets: Each party would manage its own specific projects, activities and resources in pursuing the objectives of the MoU Performance management: Operational collaboration through specific projects or activities involving transfer of funds, services or property would require execution of separate agreements as needed – and corresponding guidelines covering goals and objectives, 	<ul style="list-style-type: none"> The MoU was signed on 13th April 2015, as a mutually reinforcing partnership between AUC and AFAAS to remain in force for a period of four (4) years, legitimising AFAAS as an AUC institution spearheading AEAS. The MoU effectively expired on 12th April 2019. There was no cause for termination, amendment or modification during the four years of implementation. Article 6 of the MoU provides for renewal by mutual consent of the parties. The partnership allowed AFAAS to leverage support and funds from development partners and other projects to finance its Strategic and Operational plans that were aligned to CAADP and implemented through agreed annual workplans and budgets. Partnership projects allowed AFAAS and Country Forums (CF) to reach farmers with extension models; participate in policy dialogue at continental or country levels for CF; build capacities of AEAS providers and provide information and advisories on several aspect affecting AEAS management and delivery in Africa. AFAAS was supported in its functions, through various grant agreements and partnership projects, as a platform for: sharing information, lessons, tools and approaches for efficient and effective AEAS delivery; providing a mechanism for supporting and coordinating the development of AEAS within the CAADP framework; and, facilitating AEAS actors (publics and private) to develop and implement farmer participatory knowledge systems. AFAAS promoted pluralistic delivery models (where AEAS could be provided by a larger number of organizations including different civil society non-state/non-business organizations, value chains actors, private advisors, input distributors,



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		<p>work plans, methodologies and procedures would be prepared jointly.</p> <ul style="list-style-type: none"> • Communications: Parties would share information of mutual concern and interest; and would consult and agree upon mutually acceptable terms for the publication of results from collaborative activities undertaken. 	<p>national public extension services, etc.) and a diversified menu of tools and approaches recommended by CF or already in use (including - Farmer Field Schools, demonstration plots, lead farmers, farm business schools, agro-dealers as extension agents, farm management boards, focal area approaches, agricultural training centres, exchange visits, brochures, videos, community loudspeakers, FM radios and telecentres).</p> <ul style="list-style-type: none"> • The AEAS thematic working group constituted since 2010 helped CF to understand CAADP processes and in integrating AEAS in National Agriculture and Food Security Investment Plans (NAFSIPs). AFAAS has continued to play an active role in the formulation and implementation of initiatives related to strengthening advisory services in the context of the CAADP-Malabo commitments. • One of the main mechanisms that AFAAS has used for pursuing its mission (and objectives of the MoU) is by promoting lesson learning, sharing of information and increased professional interaction through the “Africa-wide Agricultural Extension Week” (AEW) events. The AEW is held biennially, bringing together averagely 600 participants from across Africa and the World to take stock on a strategic theme for a better contribution of AEAS to sustainable development in Africa. Its purpose is to facilitate processes for improving the use of knowledge, technologies and innovations by agricultural value chain actors to achieve their individual and national development goals. Four convenings - August 2013 in Gaborone, Botswana; October 2015 in Addis Ababa, Ethiopia (organised in partnership with AUC-DREA); October/November 2017 in Durban, South Africa; and, November 2019 in Abidjan, Cote d’Ivoire - have so far been organised. A communiqué is issued at the end of meeting spelling out commitments and expectations of action to be undertaken by various stakeholders, including AUC, the Regional Economic

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	<ul style="list-style-type: none"> Extent to which the leadership and management guided and coordinated the work of the partnership. Level of commitment and support for shared vision: the 	<ul style="list-style-type: none"> Progress reporting: The Parties would meet regularly (at least once a year) to review progress on operationalisation of the cooperation agreement AUC would provide leadership and coordination support in the implementation of jointly agreed initiatives; facilitate collaboration with AUC and NEPAD Planning and Coordinating Agency (NPCA) – now African Union Development Agency (AUDA) - for collaborations within the CAADP continental framework guiding agricultural transformation in Africa. AUC would engage AFAAS to provide technical support in the design, development and 	<p>Communities (RECs), Development Partners, Countries and other AEAS actors</p> <ul style="list-style-type: none"> Although there were no formally convened meeting in the context of this mutually agreed requirement, both AFAAS and AUC used other convenings to discuss progress on implementation of the MoU. AFAAS extended invitations to AUC to participate in its major events. Similarly, AFAAS was invited and participated in AUC events – notably the CAADP Partnership Platform and Biennial Review meetings. Similarly, although there were no formal reports prepared by AFAAS specific to the obligations and provisions within the MoU, back to office reports, progress reports, commissioned studies and the AEW communiqué contained messages specific achieving the objectives of the partnership objectives. AFAAS leadership and management actively promoted the partnership vision and identity; encouraged active participation in CAADP activities; shared accountability for achieving partnership goals (largely through the AEW and digital platforms); ensured a clear and transparent governance structure to make mutually beneficial decisions; and, used participatory processes to develop scopes of work and joint activities with other partners that reinforced the commitment to CAADP. AUC and NEPAD/AUDA provided guidance through invitation, and sometimes financial support, to AFAAS to participate in the CAADP Partnership Platform events and the CAADP mutual accountability processes that provide on-going incentives to CAADP Partners to effectively deliver on their commitments. As stated earlier, AFAAS was delegated as the continental lead on the delivery and development of AEAS formalised through a MoU signed with FARA (which was the CAADP Pillar IV



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<p>Partnership mutuality: How did AUC-AFAAS influence each other - including trust, satisfaction, and willingness to contribute to and/or participate in joint activities, especially with respect to the partnership's</p>	<p>extent to which the partnership vision was jointly created, shared, and understood by partner organizations</p> <ul style="list-style-type: none"> • Level of trust 	<p>implementation of continental initiatives on promoting AEAS and innovation for development in Africa.</p>	<p>Lead Agency) in 2008. The AUC-AFAAS MoU re-affirmed the endorsement. AFAAS and its mandate is recognised as a key player in sustaining the momentum of CAADP. AFAAS has particularly focused on: contributing to knowledge sharing and use among AEAS partner organizations and between the partnership and its audiences; building an identity for AEAS in the CAADP process so as to attract resources from development partners and supporters; addressing the common needs of AEAS partnerships; aligning with goals of partner organizations; and guiding concrete actions and joint activities including the planning and production of partnership outputs – as expounded in the section on partnership outcomes. AFAAS took leadership for developing the AEAS component of the S3A; designing and implementing the AEAS component of the DeSIRA- CAADP-XP4 programme funded under the EU-AU partnership agreements; capacity building for the Technologies for Africa's Agricultural Technologies (TAAT) programme of AfDB; mainstreaming AEAS in major continental/national initiatives on gender in agriculture, postharvest management, urban agriculture, food security and nutrition; etc.; and disseminating key AEAS messages through its network of AEAS actors</p> <ul style="list-style-type: none"> • Both AUC and AFAAS are dependable and credible institutions well-respected among respective audiences and have reasonably strived to do what was expected of them in the provisions of the MoU, exhibiting high levels of competence and ability to perform the functions stipulated, within the common risks of shortage of financial resources and departure of key members. The AUC – Department of Rural Economy and Agriculture (AUC-DREA) designated key personnel as focal point for interaction with AFAAS in the implementation of the MoU. AFAAS has been able to sustain and consolidate its governance and management systems and organs that have and provided guidance to the organisation and steered it along the right path.

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<p>effect on knowledge acquisition and transfer among the AFAAS-AU and their partners.</p> <p>Partnership outcomes: What was the added value and/or benefits to AUC-AFAAS and their stakeholders and beneficiaries.</p>	<ul style="list-style-type: none"> • Level of satisfaction with the overall partnership 	<ul style="list-style-type: none"> • The objectives of the MoU were to strengthen and broaden strategic partnership in the areas of Agriculture, Rural Development, Innovation for Development, Trade & Industry; define the principles of cooperation within the context of mutual responsibilities and the enhancement of synergies; and, to share information of mutual concern and interest. • Collaborate with FARA, the SRO's and TEAM-Africa on contribution to the implementation of the CAADP Results Framework 2015 – 2025. 	<ul style="list-style-type: none"> • A favourable feeling toward each other and the partnership as a whole has been exhibited because needs and expectations related to the partnership were positively reinforced by a common vision – the CAADP. Satisfaction dimensions that have ensured a positive relationship include the following: <ul style="list-style-type: none"> o Collaboration – each organization has worked with the other to achieve the performance expectations set by the partnership; o Complementarity – each organization has selected skilled and committed staff with complementary skills and knowledge to oversee the implementation of the MoU and guiding the related portfolio of activities; o Contribution – each organization has provided resources and knowledge to design, manage, and monitor activities that respond to the stated objectives of the partnership; and, o Coverage – each organization has helped to find and reach new audiences through partnerships – AUC giving leverage to AFAAS to access funding from major development partners and AFAAS helping AUC in organising continental and country activities for the implementation of CAADP. • FARA was mandated to lead CAADP Pillar IV (dissemination and adoption of improved agricultural technologies and investment in agricultural research) and delegated AFAAS to be the continental lead on the delivery and development of AEAS. Under the arrangement – AFAAS, FARA and the SROs (ASARECA, CCARDESA and CORAF/WECARD) have tirelessly worked together as a team to advance the CAADP values and Agenda – bringing in along the way other partners - CAADP - most



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	<p>LEVEL 1: Measures of partnership infrastructure and functioning (Short-Term Outcomes), including changes in the number and type of partners, the perceptions or skills of staff and members, and the mission or direction of the partnership.</p>	<ul style="list-style-type: none"> • AFAAS builds capacity to serve effectively as a continental African organisation that can sustainably support national agricultural advisory services to continuously enhance their contribution to national, regional, continental and global development objectives • Enable AEAS stakeholders to have a common platform for sharing experiences and information, innovations and technologies across countries and regions 	<p>notably; those in the areas of agricultural research, agricultural education and training, organizing farmers and fostering private sector involvement.</p> <ul style="list-style-type: none"> • AFAAS brings continental AEAS stakeholders under one umbrella, addressing the isolation of the extension community through the creation of AEAS platforms within and across countries on the continent; ensuring the sharing of information, lessons, tools, and approaches for efficient and effective AEAS delivery; and providing a mechanism for supporting and coordinating the development of AEAS within the CAADP framework. The first Multi-Donor Trust Fund (MDTF) Grant (2010-2011) arranged under the auspices of CAADP supported the establishment of the AFAAS Secretariat and its legal, governance and operational structures, as well as the development of the 2011-2015 Strategic and Operational Plan (S&OP). AFAAS has become the global model, with the most mature network within the larger global AEAS network – the GFRAS. The MDTF-2 and currently DeSIRA-CAADP XP4 have placed emphasis on building and consolidating national capacities (especially of CF) and knowledge exchange. • The institutionalized biennial Africa-wide Agricultural Extension Week has become the AFAAS flagship mechanism for enabling interaction between AEAS stakeholders from the continent and outside for purposes of knowledge exchange, learning and fostering AEAS innovation. These events bring together participants from African ministries of agriculture, AEAS (public, private and civil society) organizations, farmers and farmers' organizations, academia, national, regional and international agricultural research institutions and development partners.

Subcategory (Area)	Key indicators	Provisions agreed upon in the formalisation of the Partnership	Description of Actions and Outcomes
		<ul style="list-style-type: none"> • Create efficient, effective and synergistic linkages and partnerships among AEAS of member countries • Ensure that AEAS have sufficient capacity to effectively support value chain actors towards increasing agricultural productivity and food security in a sustainable manner • Ensure that AEAS have sufficient capacity to effectively support value chain actors towards increasing agricultural productivity and food security in a sustainable manner. 	<ul style="list-style-type: none"> • The AFAAS Second MDTF Grant supported implementation of the 2011-2017 S&OP that focused on creating institutional mechanisms for networking and knowledge management related to AFAAS' core agenda. Although AFAAS was only able to secure US\$ 7.56 million as against the initial estimate of US\$ 17 million for full implementation of the S&OP/SP, it was able to establish a foot print in 41 African countries; facilitate the establishment of national extension forums as the foundation for the continental institutional architecture for networking and coordination of AEAS (not only useful to AFAAS but other CAADP actors also); champion national AEAS policy dialogue and formulation processes; provide opportunities and interfaces for networking, communication and knowledge management; initiate activities for professionalization of AEAS, and, enhance the knowledge and skills of AEAS providers through training on new extension concepts and innovation platforms. • About 28,500 individual AEAS actors have been affected or reached by AFAAS interventions (of which 36% were female) with 65% indicating satisfaction with the quality of services obtained from AFAAS. The second MDTF supported the AFAAS governance and administration systems, and country AEAS systems. On end of the MDTF-2, AFAAS obtained a Euro 5.11 million support of the European Union through the Development of Smart Innovation through Research in Agriculture (DeSIRA) initiative to enable agricultural innovation and extension services under AFAAS, Regional Fora (SARFAS and RESCAR-AOC) and Country Fora, to contribute effectively and sustainably to food and nutrition security, economic development and climate adaptation and mitigation in Africa.



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		<ul style="list-style-type: none"> Enhance utilisation of improved knowledge and technologies by agricultural value chain actors for improving productivity oriented towards their individual and national objectives. 	<p>The main component of CAADP XP4 is enhanced partnerships among the multi-stakeholders across sectors, geographies and agricultural value chains to act collectively on climate relevant innovation in agriculture and food systems.</p> <ul style="list-style-type: none"> African farmers and their organizations were indirect beneficiaries of the operations and initiatives of AFAAS by receiving appropriate AEAS adapted to their needs and the changing national, regional and continental natural, policy and markets environments. Partnership projects and innovation grants proved to be effective entry points to reach farmers and other stakeholders, and adoption of technologies. Innovation grants allowed testing and scaling up of new technologies. This allowed AFAAS to reach farmers and build their capacity beyond the “transfer-of-technology” model used in the past. There is evidence illustrating increased productivity and utilization of improved knowledge and technologies arising out of AFAAS initiatives.
<p>LEVEL 2: Measures of partnership programmes and interventions (Short and Intermediate Outcomes) - the activities and programmes accomplished through implementation of the MoU; the people, organizations and groups served or impacted; and the scope of the various efforts by AFAAS.</p>			
	<ul style="list-style-type: none"> New and continued joint activities collectively implemented to produce the partnership outputs, such as products and services, publications and resources, training 	<ul style="list-style-type: none"> AFAAS Strategic Plan addresses current and emerging challenges and opportunities in AEAS and ensure that CAADP processes sufficiently involve advisory services’ provision in implementation plan and contribute to making these services more effective and relevant 	<ul style="list-style-type: none"> The design of AFAAS initiatives and interventions has always followed the CAADP process and focuses on informing country priorities for investments and budgeting commitments to AEAS by all players. AFAAS has strengthened capacities at country level to contribute to national CAADP processes through the development and participatory review of guidelines incorporating AEAS concerns in CAADP compacts; capacity development of experts to backstop CF in their engagement in CAADP processes from an AEAS perspective; and sensitisation and mentoring of CF during events at continental/regional and country levels.

Subcategory (Area)	Key indicators	Provisions agreed upon in the formalisation of the Partnership	Description of Actions and Outcomes
	<p>and events, and approaches and techniques, for intended audiences</p>	<ul style="list-style-type: none"> • Provide strategic advice on promoting transformation of African agriculture for economic growth and development through enhancing agricultural extension, innovation, rural development in the context of the CAADP agenda including the S3A. • Provide, through mobilising constituencies, strategic advice to AUC and NPCA/AUDA in their efforts to support AU Member States and Regional Economic Communities (RECs) in advancing the CAADP agenda, in particular on science, innovation, extension services and commercialisation of agriculture • Provide strategic guidance and support to the development and 	<ul style="list-style-type: none"> • AFAAS has played a prominent and leading role in conceptualizing and operationalizing CAADP Pillar IV at every level; participated in continental and regional platforms discussing implementation of CAADP Pillar IV and the Science Agenda; it also showcased the need for capacity development within AEAS and gaps with regard to AEAS and higher education in the country CAADP investment plans. AFAAS is the only continental organisation with a strong focus on AEAS. • Engagement through country fora has proved to be an effective way to champion reforms and development of public sector support for AEAS systems. Working through the CF, AFAAS showed that these multi-sectoral entities were successful in influencing reforms in national AEAS policies. A key success factor of the CF model is that they were built from existing institutions, rather than created from scratch; and the use of local expertise allowed for the emergence of champions and volunteers who were instrumental in establishing the CF. In terms of institutional membership, the CF consist of private sector, civil society organizations and public-sector members, with the majority comprised from civil society. This representation is good for the sustainability of the CF and can be a reliable source of funding, as well as innovative service delivery approaches and pathways for strong linkages between farmers and private sector members involved in agribusiness. • AFAAS' role in establishing and strengthening CF, as well as the further development and strengthening of its own capacity, has



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	<ul style="list-style-type: none"> Partner organizations becoming aware of and learning from new and valuable information and/or knowledge produced from partnership activities and capable of applying the knowledge in their work 	<p>implementation of the AEAS Agenda for Africa and Agricultural Extension Education and Training/ lifelong learning</p> <ul style="list-style-type: none"> Jointly agreed initiatives, specific projects and activities; take into account, in a complementary manner, the relevant programmes of the AUC related to Agriculture, Environment conservation, Gender, and Science and Innovations in the implementation of collaborative activities Ensure the availability and accessibility of appropriate and up-to-date knowledge on advisory services from a range of sources in Africa and worldwide. 	<p>significantly contributed to the improvement of AAS in Africa. The strategy for AEAS engagement in CAADP developed under AFAAS leadership was subsequently embedded in the strategic plan for CAADP Pillar IV.</p> <ul style="list-style-type: none"> With support from FARA, AFAAS developed its Gender Mainstreaming Strategy (GMS) 2016-2019 to “ensure that AFAAS achieves gender responsiveness at all levels of its institutional framework and all stages of the program cycle of its agricultural extension and advisory services mandate. Apart from CAADP, the AFAAS also responds to other AUC-NEPAD continental frameworks: notably, AU Agenda 2063; the Science, Technology and Innovation Strategy for Africa 2014 – 2024 (STISA 2024); Science Agenda for Agriculture in Africa (S3A); African Agribusiness and Agro-industry Development Initiative (3ADI); Continental Education Strategy for Africa (CESA), 2016- 2025; Continental Strategy for Technical and Vocational Education and Training (TVET); Agricultural Education and Skills Improvement Framework (AESIF), 2015-2025 and the recent African Continental Free Trade Area (AfCFTA) among others. AFAAS has established infrastructure and mechanisms enabling AEAS actors to network for purposes of, among other things, sharing experiences, problem solving, accessing global knowledge hubs and facilitating collective innovation in AEAS delivery. This was accomplished through: (i) the use of a variety of tools for information and knowledge exchange (website, social media channels, AFAAS virtual social networking platform (VSNP), publications, and engagement with mass media); (ii) the development of a tool for assessment of innovativeness, and a template for characterizing innovative approaches; and (iii) support for cross-country exchanges.

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LEVEL 3: Measures of AEAS community change outcomes (long-term outcomes): changes in AEAS delivery status indicators; the stability and effectiveness of the partnership over time, and overall changes in the AEAS community's ability to work together to deal with emerging problems.			
	<ul style="list-style-type: none"> Extent to which partner organizations apply information and knowledge gained from partnership activities - actions regarding making decisions (organizational or personal), improving practice, or informing policy 	<ul style="list-style-type: none"> Strengthen the capacity of country level extension and advisory service stakeholders in determining national priorities and in improving their systems 	<ul style="list-style-type: none"> AFAAS is currently operating in 41 African countries. Each AFAAS member country is ultimately expected to establish a multi-stakeholder Country Forum (CF) that embraces public and private actors in the national agricultural knowledge and innovation systems which serves as a platform to convene and co-ordinate stakeholders, identify capacity gaps, prioritize research needs, and drive professionalization efforts. 22 CF were operational in Benin, Burkina Faso, Cameroon, Ethiopia, Kenya, Ghana, Liberia, Madagascar, Malawi, Mali, Mozambique, Nigeria, Rwanda, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Togo, Uganda, Zambia and Zimbabwe with a total registered membership of 3,594 members. CF have supported AEAS capacity and reforms through advocacy (Malawi) and participation in policy making processes and policy reforms (Uganda, Rwanda, Nigeria, Liberia, South Sudan, South Africa, Malawi and Ghana); and piloting innovation tools, promotion of quality and professionalization of AEAS services (Ethiopia, Nigeria and South Africa). Two Regional Fora - the West and Central Africa Network Agricultural and Rural Advisory Services (RESCAR-AOC) regional forum and Southern Africa Regional Forum for Agricultural Advisory Services (SARFAAS) have also been established. There is noticeable improved engagement of AAS providers in the agriculture policy dialogue at country and continental levels. AFAAS has demonstrated capacity to lead AAS at the continental level as evidenced from its: (i) active participation in the implementation of the CAADP agenda; (ii) information, communication and knowledge management; (iii) establishing and supporting CF; (iv) linkages and partnerships with a wide

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		<ul style="list-style-type: none"> • Build partnerships at national, regional, continental, and international levels between AAS and other institutions with similar mandates and interests in improving AEAS, contributing to sustained growth and transformation of agriculture 	<p>array of agencies; and (v) developing governance, management and funding systems that support the advancement and coordination of the development of AAS within the CAADP framework.</p> <ul style="list-style-type: none"> • With support (provision of different tools, including training, coaching and sub-grants) from AFAAS, CF have been championing national AEAS policy dialogue and formulation processes; providing opportunities and interfaces for networking, communication and knowledge management; initiating activities for professionalization of AEAS in their countries, and, enhancing the knowledge and skills of AEAS providers through training on new extension concepts and innovation platforms. • The institutionalized biennial Africa-wide Agricultural Extension Week has become the AFAAS flagship mechanism for enabling interaction between AEAS stakeholders from the continent and outside for purposes of knowledge exchange, learning and fostering AEAS innovation. These events have been bringing together participants from African ministries of agriculture, AEAS (public, private and civil society organizations), farmers and farmers' organizations, academia, national, regional and international agricultural research institutions and development partners. • AUC remains a strategic partner to AFAAS. This has built AFAAS reputation over time and recognition by the research partners including FARA, Sub regional research organisations, CGIAR systems. • AFAAS built partnerships and created strong linkages with the Global Forum for Rural Advisory Services (GFRAS) - the body that brings continental AEAS bodies under one umbrella, establishing linkages and partnerships with 49 organizations.



African Forum for Agricultural Advisory Services
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