



Final Report

on

Capacity gap assessment and development plan to strengthen the capacities on AEAS policy analysis, formulation and advocacy and, resource mobilization

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Context

The African Forum for Agricultural Advisory Services (AFAAS) is the continental umbrella organization and platform that aims at strengthening national Agricultural Extension and Advisory Services (AEAS) in Africa to contribute to sustained productivity, profitability and growth of African agriculture for poverty reduction. **AFAAS was established in 2004.** Its Secretariat is in Kampala, Uganda. AFAAS is aligned to the Comprehensive Africa Agriculture Development Programme (CAADP) and to the Malabo declaration of June 2014. Its focus is on knowledge management and innovation in the delivery of AEAS in the African food system. Currently AFAAS has members from 40 African countries. Each member country is expected to establish a multi-stakeholder Country Forum (CF) through which its activities are implemented. AFAAS is also working with Regional Forums to have greater coordination and linkages among the countries.

AFAAS contributes to the Africa Union's Agenda 2030 and 2063. To deliver to this goal, AFAAS is supported by European Union through its initiative called 'Development of Smart Innovation through Research in Agriculture (DeSIRA).

The objective of DESIRA is to enable agricultural research and innovation including extension services, to contribute effectively to food and nutrition security, economic development, and climate mitigation in Africa. DESIRA supports the CAADP XP4 project of which AFAAS is one of the key organizations. For AFAAS and its members, the CAADP XP4 is intended to (i) strengthen the operational capacity of AFAAS and its sub regional partner organizations; (ii) improve collaboration within and among the national, sub regional and continental agriculture research and extension organizations; (iii) promote policy enhancement in agricultural research and innovation; (iv) create climate-relevant innovations; (v) promote investments and market linkages; and (vi) enhance knowledge generation and dissemination in support of decision making, advocacy and innovation sharing.

With the EU support, and in line with the AFAAS Strategic plan 2018-2027, AFAAS commissioned an assessment to identify the gaps on AEAS policy analysis, formulation and advocacy as well as in its resource mobilization. The assessment

targets the AEAS country fora of AFAAS, in particular, the initial eleven countries active in CAADP XP4 initiative namely, Cameroon, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Nigeria, South Africa and Uganda. Eleven additional countries were included namely, Rwanda, Zambia, Zimbabwe, Mozambique, Tanzania, Cote d'Ivoire, Burkina Faso, Benin, Sierra Leone, Sudan and Botswana. The regional AEAS fora: The West and Central Africa Network for Agricultural and Rural Advisory Services (RESCAR-AOC) and Southern Africa Regional Forum for Agricultural Advisory Services (SARFAAS) were also included.

The assessment focused on the capacities of the country forums as a coordinating mechanism for AEAS providers within a country. It considers the findings and recommendations of the Report on the Agricultural Extension Global Status and Performance in selected countries (Davis, et. al., 2020) which provides a landscape view of extension in general and its performance. This global report showed the evolution of the extension services in becoming more pluralistic and yet still dependent to donors and government support. There is still a need for specific policies and resources on extension and advisory services to further strengthen the capacities of individuals and organizations providing the services, improve its infrastructure and improve availability of financial resources.

Strengthening the capacities of country forums to coordinate and provide leadership to AEAS providers in the country is more critical. More so when, at the continental, regional and national level, leaders of AEAS are raising greater awareness on the role of AEAS in the food systems transformation i.e. AFAAS April 2020 news and AFAAS March 2021 newsletter. This is a very strategic response from the call of the Global panel on Agriculture and Food Systems for Nutrition for agriculture stakeholders to contribute to the transformation of the global food systems. The panel calls for collective actions from all institutions whether public or private.

In 2020, AFAAS published its Sustainability Strategy and Operational Guidelines. It highlighted two major sustainability strategies for AFAAS i.e.

- Strategy 1. Sustainability through strategic communication pathway with key engagement from donors, sponsors, national governments, and its members.
- Strategy 2. Sustainability through institutional and organizational strengthening pathway i.e., partnerships, service provision, monitoring, evaluation and learning and organizational flexibility.

In the same year, AFAAS conducted a comprehensive organizational capacity gap assessment using the combined framework of the Tropical Agricultural Platform (TAP), the capacity domains on Capacity Development for Agricultural Innovation Systems (CDAIS),

the elements of the USAID Organizational Capacity Assessment Tool (OCA) and The Nadler-Tuschman Congruence Model "System Approach". The outcome of this assessment highlighted the organizational capacity need for the continental (AFAAS), regional (RESCAR and SARFAAS) and country forums on agricultural extension and advisory services. It also emphasized that for AFAAS to deliver its goals effectively, it needs to strengthen the capacities of its partners on the ground. It identified the capacity gaps from the countries in broad topics i.e. IT Infrastructure, KM System, MEL System, Staff Skills on Knowledge management, Monitoring, Evaluation and Learning, Resource Mobilization, Policy analysis and formulation, Brokering effective partnerships, Mobilizing partners for policy advocacy and influencing and, Communication and sensing partners' priorities. These provided a guide on prioritizing capacity development interventions and entry points for the implementation of AFAAS capacity strengthening plan (2021-2024).

In response to the findings of this capacity gap assessment and as an action within the AFAAS capacity strengthening plan, a consultancy was conducted to determine key steps to strengthen the capacities of the country and regional forums specifically on policy analysis, formulation and advocacy and, resource mobilization (See Annex 1 for the terms of reference of this consultancy).

Purpose of the consultancy

The purpose of the consultancy was to conduct an assessment on capacity gaps and propose a development plan to strengthen the capacities on AEAS policy analysis, formulation and advocacy as well as resource mobilization at continental, regional and national levels. The assignment will focus on the capacities of AFAAS Secretariat staff, Regional and Country fora FPs.

Objectives of the consultancy

The objectives of the consultancy were:

- (i) Engage with relevant AFAAS Secretariat staff and key actors at regional and country level AEAS fora, to understand the context and plan the assignment accordingly.
- (ii) Develop capacity assessment methodology for AEAS policy analysis, formulation and advocacy as well as resource mobilization for country and regional levels;
- (iii) Conduct capacity assessment, prioritize training needs and develop training plans for AEAS policy analysis, formulation and advocacy as well as resource mobilization for country and regional levels
- (iv) Develop framework and guidelines for a continuous and sustainable strengthening of country fora.

Methodology

The consultancy was delivered through:
i) literature review, ii) design, conduct and analysis of rapid assessment and iii) design and narrative of the report and the proposed framework.

The literature review focused on agricultural extension and advisory services (AEAS) policies, strategies and priorities at country, regional and global level. Broader literature on agriculture especially priorities and strategies that might have direct and indirect influence on AEAS. Further focus was given to concepts and experiences in Africa on influencing policies and mobilizing resources.

A rapid assessment was designed to quickly gain knowledge on existing capacities among the country, regional and continental team members i.e. focal person, board members, thematic working

groups and partners. The rapid assessment used Google form to facilitate distribution, collection and analysis. The AFAAS dgroup was used to disseminate the assessment. The two topics i.e. influencing policies and mobilizing resources had separate forms and were both translated in French and English. Based on responses of the rapid assessment, countries with more than five respondents were invited to a focused group discussion (conducted in French and English based on the language of the countries).

Here are the links to the two questionnaires using Google forms:

- [Rapid assessment on policy influencing](#)
- [Rapid assessment on mobilizing resources](#)

Two separate files are attached to this report for the soft copy of these forms.

Findings and analysis

The rapid assessment received 69 responses from 13 countries on the topic 'influencing policies' while on the topic 'mobilizing resources', there were 55 responses from 12 countries. Respondents had varying roles in the country forum i.e. member or constituent, member of technical working group, board member and focal person (Table 1).

Table 1. Respondents of the rapid assessment on Policies and Resource Mobilization

Countries	Number of Respondents on Policies	Number of Respondents on Resource Mobilization	Role in the Country Forum
Burkina Faso	1	2	Focal person
Cameroon	2	0	Member technical working group, others
Cote d'Ivoire	2	1	Focal person, Member/Constituent
Ethiopia	11	8	Focal person, CIKM, Member technical working group, Member/constituent
Ghana	2	2	Board Member, Focal person
Madagascar	13	10	Focal person, CIKM, Member technical working group, Board member, Member/constituent
Malawi	5	4	Board member, Partner, Member/Constituent, CIKM
Mali	8	6	Focal person, Board Member, CIKM, Member Technical Working Group, Partner, Member/Constituent, Others
Nigeria	13	9	Focal person, Board Member, CIKM, Member Technical Working Group, Partner, Member/Constituent
South Africa	1	1	Focal person
Sudan	1	0	Board Member
Uganda	8	10	Focal person, Board Member, CIKM, Member Technical Working Group, Partner, Member/Constituent
Zambia	1	1	Board Member
Zimbabwe	1	1	Member Technical Working Group
Total	69	55	

There were no respondents from the regional or continental forum. Therefore, the analysis and recommendations in this report focused only at the country level.

The responses are biased towards six countries (Ethiopia, Madagascar, Mali, Malawi, Nigeria and Uganda). These countries had at least 5 respondents while the other countries (Burkina Faso, Cameroon, Cote d'Ivoire, Ghana, South Africa, Zambia and Zimbabwe) had only either one or two respondents. Focus group discussions were organized for each of the six countries, but only Madagascar, Mali, Malawi, Nigeria and Uganda actually attended the scheduled meetings. Below is the analysis of the capacities in the country to influence policies and mobilize resources. The analysis was guided by the five basic questions, what, why, who, when/where and how, in particular:

- What. Key statement on what a group of individuals or organizations would like to change in a policy or decision or what they want investments for.
- Why. Factual statements derived from research or impact evaluation or any other means of evidence to convince a decision or investment.
- Who. The individual or group of individuals with the power to decide and in turn, are/can be influenced by key individuals or group of individuals.
- When. The timing of decisions influenced by events or environment when decisions are made. This also include the

readiness of an organisation to influence policies or mobilize resources.

- How. The key steps to design the message/proposal, by a messenger/lead author using different channels or means that will or could influence the decisions. These are designed and delivered given the knowledge from the questions listed above.

5.1 Influencing policies

a. What

The general objective of influencing policy at country level as per AFAAS priority, is to integrate or ensure the inclusion of the following concepts/practice:

- climate smart agriculture
- increase investment in AEAS
- professionalization of AEAS
- knowledge management
- use of ICT towards e-extension
- pluralistic delivery of AEAS
- cross cutting issues such as gender, youth, entrepreneurship.

It was assumed that the respondents of the rapid assessment have general understanding of the above as it is mentioned regularly in AFAAS documents and communications. Seventy five percent of the respondents confirmed (see Figure 1) that these are included in existing AEAS policies in their countries. Figure 1 also shows that half of the respondents relate to these topics as key to policy change. Although most of them have no specific policy statement for these topics.

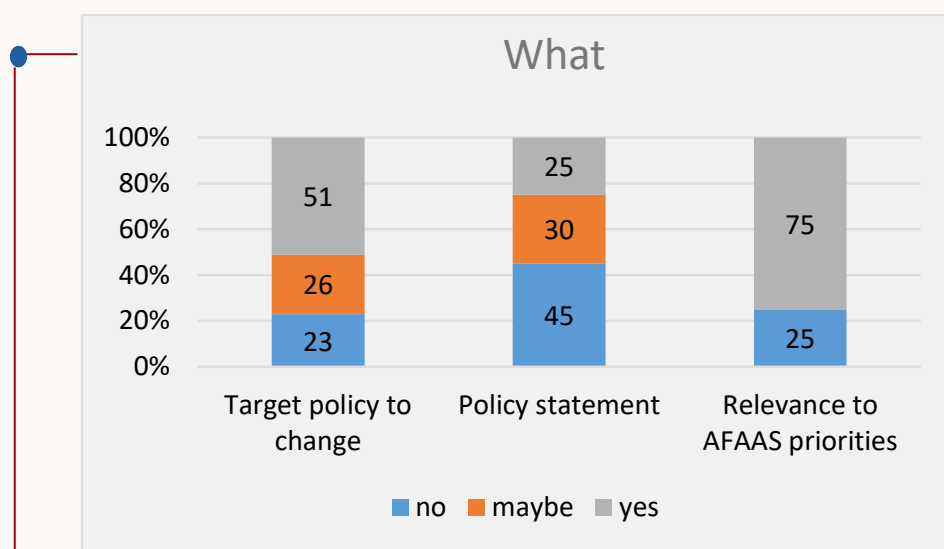


Figure 1. Knowing 'what' policies and its content to influence

From the 13 respondents' countries, eight (Burkina Faso, Ghana, Madagascar, Malawi, South Africa, Uganda and Zambia) confirmed having AEAS policies but did not share their documents (see Table 1). The other countries have varying responses (within a country, responses received were either 'no', 'I don't know' or 'maybe'). Majority of respondents confirmed that the policies must be updated or changed either to integrate the above priorities of AFAAS and the country forums, facilitate implementation, improve relevance and inclusion of gender and youth and/or reach scale in the countries. For the changes in policies to happen, the usual constraint or challenge in the countries is limited or no resources available to implement such policies (as stated by 25% of the respondents). For the policies to be changed or updated, it must be a government priority (24% of respondents say AEAS is not a priority of the government) and there must be a responsible government officer who could push the process forward. However,

in most cases, there is constant reshuffling of government officials or there is election period as stated by some respondents (15%).

b. Why

The study further pressed for more details on the main reasons WHY the respondents would like to change policies related to AEAS. The most common stated reasons to change policies are listed below. The percentage depicts the frequency it was mentioned. Each respondent can identify several reasons. The top three reasons are:

- Increase investment in AEAS coordination (61%)
- Improve access to innovation and technology (78%)
- Strengthen capacities of AEAS (75%).

These reasons are usually based on perception and discussions among members (See Figure 2). Further analysis to determine impact of such changes can be useful to facilitate the policy changes.

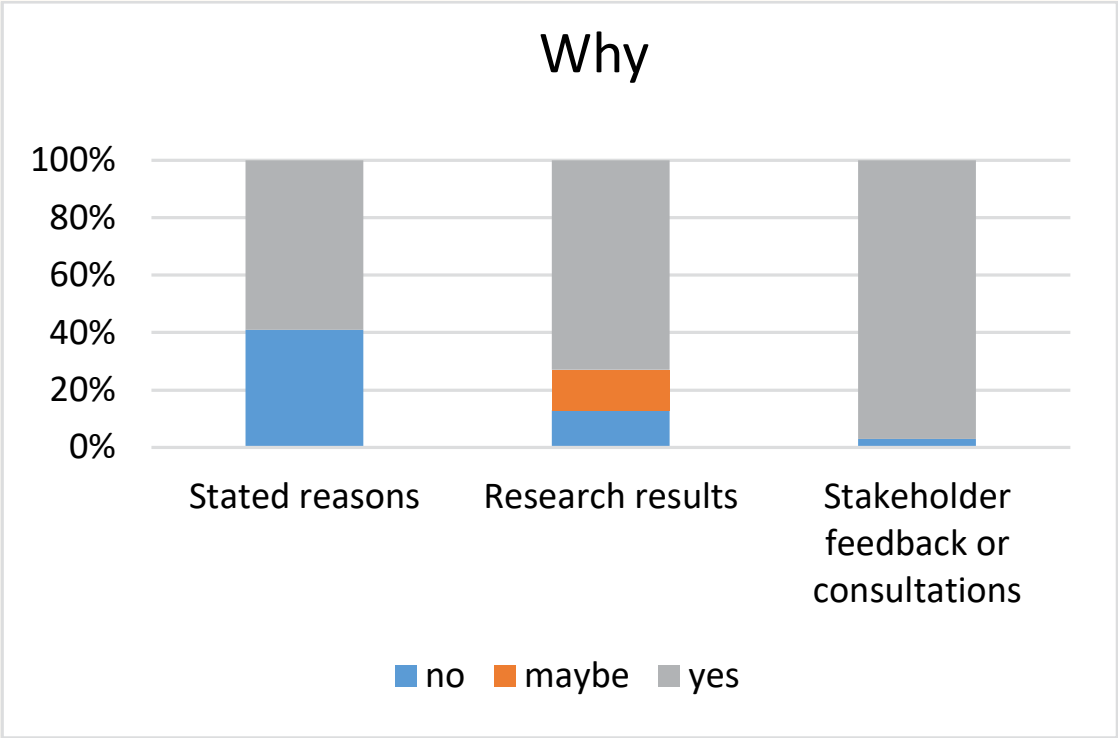


Figure 2. Reasons (WHY) to change policies related to AEAS

Table 1. Country readiness to influence policies*

No	Countries	National AEAS policy / strategy shared	Shared study or assessment on priority issues	Recognized as technical support by government	Responsive WG** on policies
1	Burkina Faso	o	o	-	o
2	Cameron	o	o	-	o
3	Cote d'Ivoire	o	o	-	o
4	Ethiopia	o	o	-	o
5	Ghana	o	o	-	o
6	Madagascar	o	o	✓	o
7	Malawi	✓	✓	-	✓
8	Mali	✓	✓	✓	✓
9	Nigeria	✓	✓	✓	✓
10	South Africa	o	o	-	o
11	Uganda	✓	✓	✓	✓
12	Zambia	o	o	-	o
13	Zimbabwe	o	o	-	o

*symbols used in the table:

✓ = available or confirmed available by the respondents

o = does not exist

- = conflicting responses from within the countries

** WG = working group

c. Who

Influencing policies is a process that requires involvement of teams within the country as well as knowing the individuals WHO make decisions and influencers to decision makers. Half of the respondents claim to know the influencers and the decision makers in the process (see Figure 3). The decision makers they say are: the Minister (38%), the Parliamentarians (22%), a special committee that will be convened (12%). The decision making in each country will differ based on the system in place.

Further analysis is required to know if indeed these individuals are relevant or in the right position to influence or make decisions. During the Focus Group discussions, internal sensitivities were raised that can influence the process of decision making. The network and allies are important not just to gain support but also to create continuity in the process considering the continuous changes and complexity in the countries – a major challenge identified by respondents in influencing policies (see Figure 4).

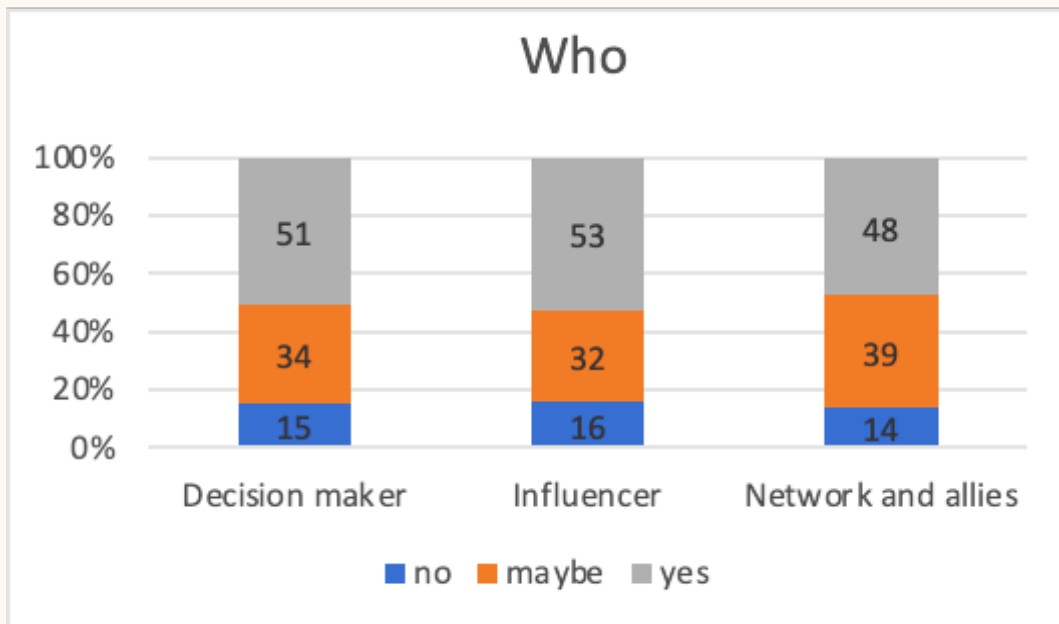


Figure 3. Knowing 'who' decides, influences, and supports

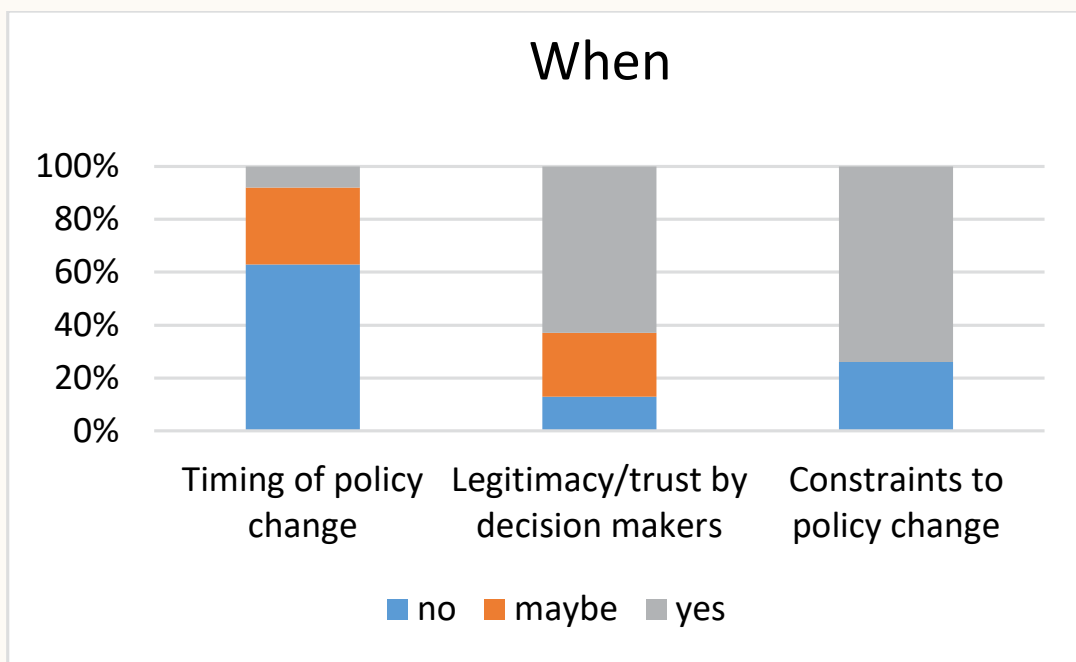


Figure 4. Knowing 'when' the organization is ready to influence policies

In the process of influencing policies, the country forum members were asked key questions to determine if they (as a group and as an organization) are ready to influence policies. Knowing when to engage in the process is key. Majority of the respondents do not know the timing or key moments when to engage, although most of them say they are trusted by the governments because they are regularly called upon by key government officials. Their advice or technical expertise is usually sought indicating that they are trusted by the government officials (Figure 4).

e. How

To influence a policy, a key message that is simple and concrete is needed to gain the interest of policy makers and others that could support the process. As much as it is simple and short, it is derived from solid and logical assessment or research and support from relevant stakeholders or groups of actors. When asked if they have messages for the policy process, majority responded negatively (see Figure 5). Although some claim that they have communication channels and messengers to influence policies.

As a process to influencing policy, a learning mechanism is important. It creates transparency and ownership among actors and stakeholders. A learning mechanism could be a simple organized discussion or open spaces to share and update stakeholders about the process. It can use tracking mechanisms on the progress as well as rational review and reflection to improve either its message or the engagement and inclusion of the relevant actors. According to the findings in Figure 5, the learning mechanisms are missing or limited.

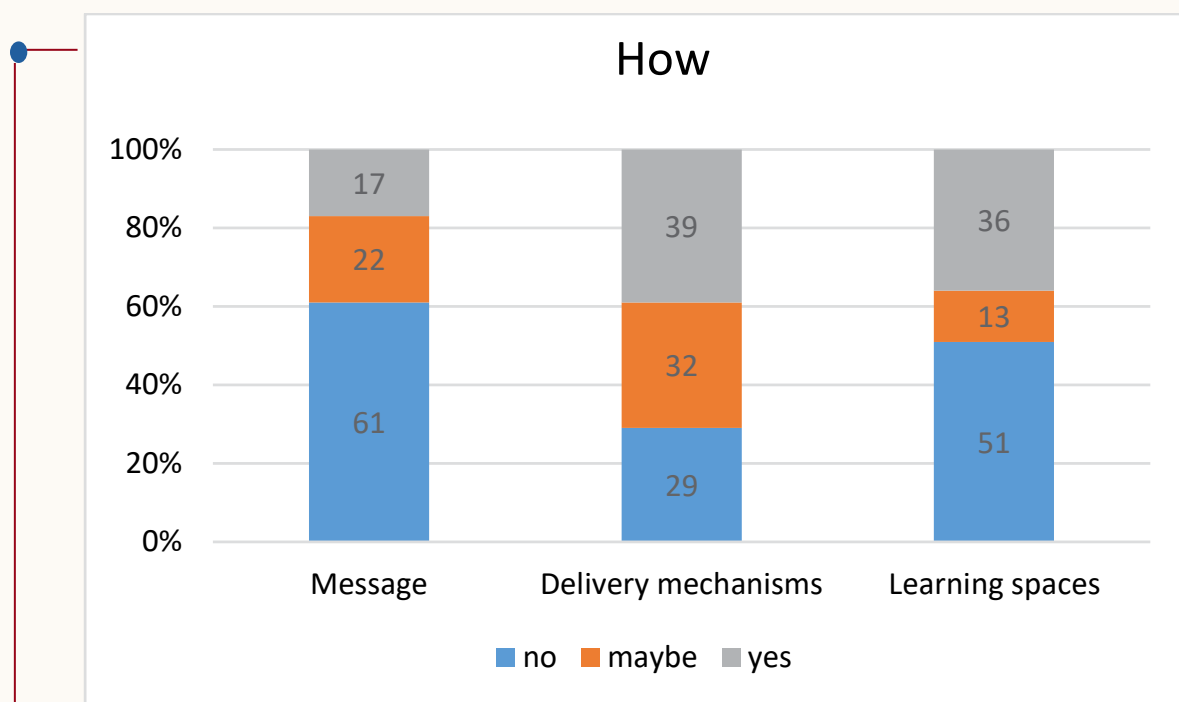


Figure 5. Knowing how to influence policies

From the focus group discussions with country forum teams from Madagascar, Mali, Malawi, Nigeria and Uganda, the countries that were able to influence policies are those with direct linkages to the government and were established by the government (e.g. Uganda, Nigeria). A special case is UFAAS which has a Memorandum of Understanding (MoU) with the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) to deliver specific tasks. Through the MoU, they can directly

influence the government policies or raise issues or topics to the governments such as climate change and gender. While some like NIFAAS of Nigeria is in direct negotiation with the government to validate and approve a National Agriculture Extension Policy. In Malawi, MaFAAS is working with the government on the National Agriculture extension and Advisory Services Strategy. In Mali, FOSCAR is engaged with the government to update the existing national policy on agriculture extension. While

the other countries did not share or if information is shared, they remain limited in terms of influencing policies.

The focus group discussions would have been a very good means to further elaborate on the responses from the rapid assessment. Unfortunately, it could only be organized for an hour for each country.

5.2 Mobilizing resources

a. What

The findings in Figure 6 reveal that the resources being mobilized are mainly financial to either support the coordination of the country forums or the programs defined with their members (76%). Most of the respondents (56%) claim to have mobilized resources and has the role as the main author (51%) or as manager or member of a team. Asked if they have written a proposal, majority (76%) said yes.

Given that AFAAS priority topic is on climate smart agriculture, the respondents were asked if this is included in the resources they are mobilizing. Only 40% confirmed (see Figure 6), majority are interested in scaling of agriculture innovations or technologies (67%). Other topics are professionalization of AEAS and gender. Most of them rely on international donors as source of funding (80%) and national governments (45%).

b. Why

The study further investigated the reasons for resource mobilization. The results in Figure 7 show that the reason for mobilizing resources is common among country forums i.e. either to support the CF Secretariat or their programs. Most of the proposals have the buy-in of their constituents (see Figure 7). Although only 48% are derived from research results, mostly are from consultations from members, hence the high buy-in.

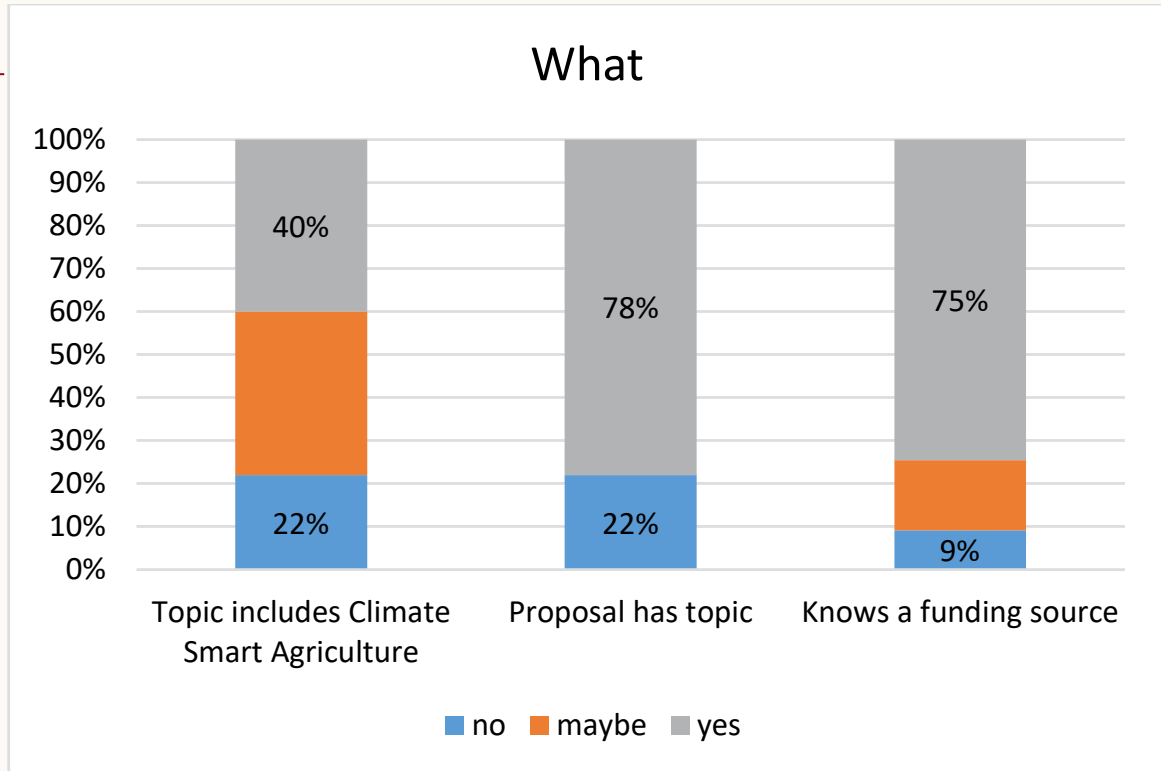


Figure 6. Knowing 'WHAT' topic or 'WHAT' sources of funding

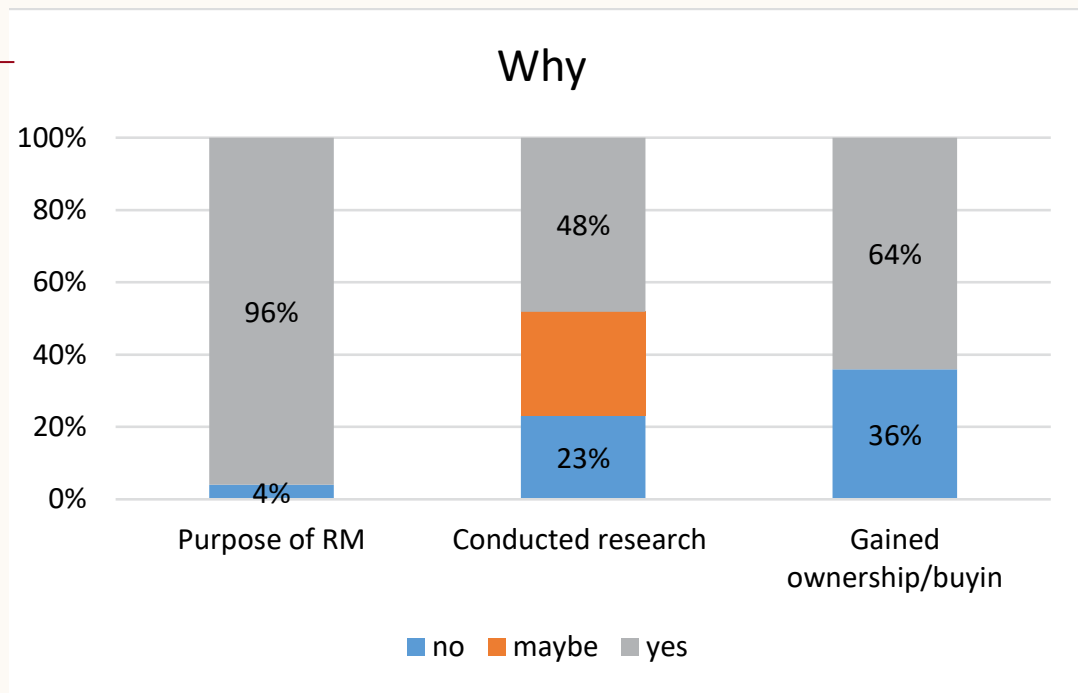


Figure 7. Knowing 'WHY' resources are being mobilized

c. Who

Majority of the respondents have identified target beneficiaries (Figure 8), most mentioned farmers (38.2%), extension agencies (20%), CF Secretariat (16%), value chain actors (15%) and others. This confirms the above responses on the reason for mobilizing resources.

Considering that most of the respondents rely on international donors as source of funding, some know the decision makers at the national level only. Several still need technical support in putting together a proposal or strategy to mobilize resources. Half of them could benefit in having more partnerships and access to networks or communities of practice

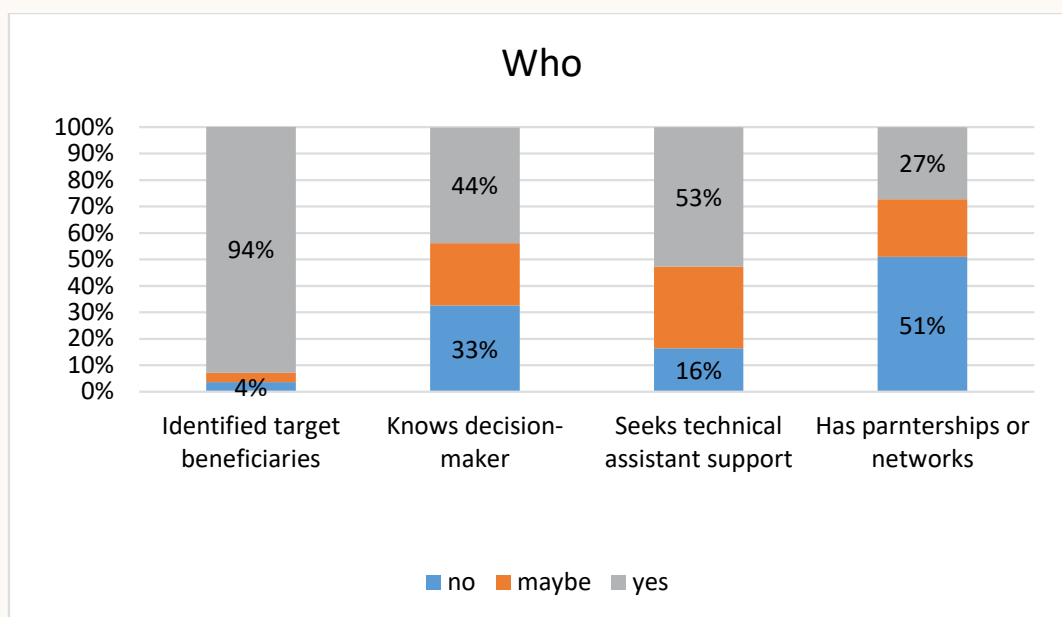


Figure 8. Knowing 'WHO' is the source of funding, target beneficiary or partner

d. When
 Majority of the respondents did not know when funds are available especially if it comes from the development partners (Figure 9). Thirty eight percent of the respondents claim they are recognized as technical advisor. These are probably the government agencies who are facilitating the operation of the country forums. Most of them (41.8%) claim to be trusted by the sources of funding because they have been recommended to other funders.

Most (50%) of the respondents know that mobilizing resources is challenging. They know that strengthening the capacities of AEAS is not a priority of the government

neither by the development agencies. In addition, the country forum leaders alone lack the capacities to change this status quo.

e. How
 Table 2 and Figure 10 show the general overview of the readiness of each of the countries based on the information provided in the assessment. All countries in the assessment have a legal status and a financial system (except South Africa). But none have gone through any direct EU audit process (according to the responses received). Majority have accountability mechanism but very few have learning mechanism for their resource mobilization process (Figure 10).

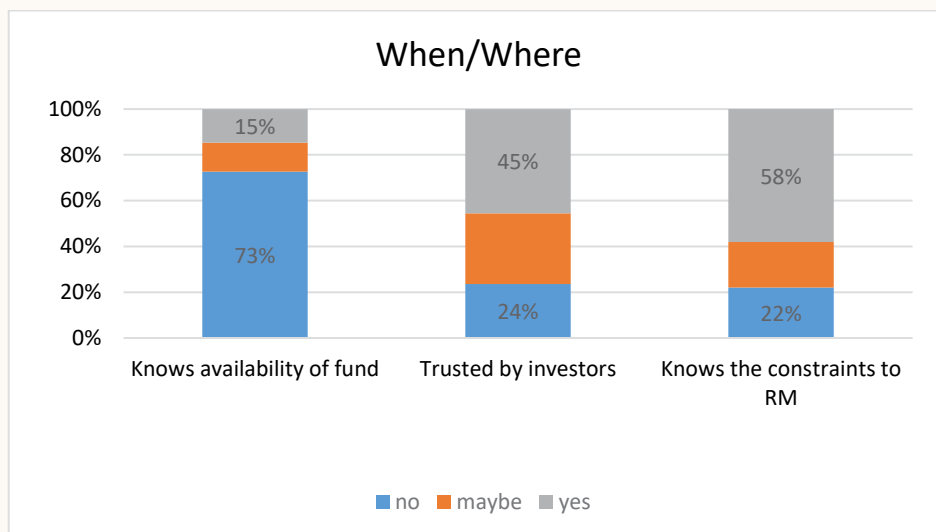


Figure 9. Knowing 'WHEN' funds are available and 'WHEN' investors are trusting the CF to be a viable investment



Figure 10. Knowing 'HOW' to mobilize resources

Table 2. Country readiness to mobilize resources.*

No	Countries	Legal status	Financial system audited in country	Financial system with EU audit	Accountability program, reporting, learning mechanisms	Needing facilitation or broker for RM	Recognized as Lobbyist	Recognized as Technical Advisor	with RM strategy (although no docs shared but UG)	Team for RM
1	Burkina Faso	✓	✓	o	✓	✓	✓	o	-	o
2	Cote d'Ivoire	✓	✓	o	o	✓	✓	o	✓	✓
3	Ethiopia	✓	✓	o	✓	o	o	✓	-	o
4	Ghana	✓	✓	o	✓	✓	✓	o	-	o
5	Madagascar	✓	✓	o	✓	✓	o	✓	-	✓
6	Malawi	✓	✓	o	✓	yes/no	o	✓	o	✓
7	Mali	✓	✓	o	✓	✓	o	✓	-	✓
8	Nigeria	✓	✓	o	✓	✓	o	✓	-	✓
9	South Africa	✓	o	o	o	-	-	-	o	✓
10	Uganda	✓	✓	o	✓	✓	-	✓	✓	✓
11	Zambia	✓	✓	o	o	✓	-	-	✓	o
12	Zimbabwe	✓	✓	o	o	-	-	-	o	o

*symbols used in the table:

✓ = available or confirmed available by the respondents.

o = does not exist

- = conflicting responses from within the countries.

Conclusion and Recommendations

Given the diversity of responses and the bias towards the six countries and limited time on focus group discussions, the countries could be grouped into three to develop capacities to influence policies and mobilize resources. These groups are color coded as green, yellow and blue. Below is an initial description which could be further developed and reviewed with AFAAS and its members.

- **Green group** composed of Uganda, Mali and Nigeria (Table 3). These countries were able to share relevant documents i.e. policy related documents, strategies, proposals. They have active working groups who could participate in the capacity development activities.

- **Yellow group** composed of Ethiopia and Madagascar (Table 4). These two countries have active focal persons with 2-3 other members supporting. They have initiated activities to influence policies and mobilize resources. They could be further supported in shaping or designing their ideas and concretely have a resource mobilization strategy and key issues that require policy interventions.

- **Blue group** are countries that had only 1-2 respondents on the rapid assessments (Table 5). Given the very limited response, further effort is needed to understand their status or activities. More respondents on the rapid assessment could be gathered to develop a plan on capacity development.

Based on the findings of this assignment, below is a capacity development (CD) plan for at least a year. There are five proposed sessions for the green and yellow groups. For the blue group, it is recommended to re-conduct the rapid assessment in the countries to get more respondents. Focus group discussions could also be organized for all the groups. Each session could be conducted for 1-2 months to allow for rapid review of topics, group exercises in class

and field assignments to test and practice the concepts.

The CD plan is presented in a table format as shown below. The table contains the sessions and its objectives, topics to be covered, proposed methodology and expected outputs. Sessions are designed to be interactive and use a mix of presentation and virtual sessions. The initial activity for each group is different given the current understanding and engagement from each country. Ideally the training is conducted per country considering that each country is very different. A joint session of all countries in each group could be organized before and after the sessions.

The sessions will be adjusted depending on the progress of each group. Countries can be further regrouped based on interests, priorities, and availability of team members. Each country will draw their own paths with clear accountabilities for either resource mobilization or influencing policies. Two paths could be drawn per country based on availability of individuals that could drive the process. The timing and periods of interactions will be determined based on available resources within the country and AFAAS.

The proposed CD plan combines the two topics i.e. policy influencing and resource mobilization. This is to build on the current priorities and capacities available within the country forums. The two topics are also complementary which require teamwork and coordination. Contents and results of each process will feed into the two topics. Each reinforces the other especially in reaching out to partners and networks.

It is assumed that the members of the country forum's working groups on policies and resource mobilization will be participating in this training. The

commitment and engagement of each member must be verified and confirmed, especially for the yellow and blue group countries. Consistency in participation will be critical to make sure that the process makes progress and documentation is organized.

The training is most effective if it is directly related to actual priorities of the countries. The training should fit into the existing process in

each country especially in the policy process. For the resource mobilization, it is critical that the scanning builds on the existing concept notes available in the countries or it is responding to a current open call or opportunity from a particular donor. The EU Horizon Europe has several calls that could be interesting to the country forums and AFAAS.

Table 3: Proposed CD plan for the Green Group

Sessions	Objectives	Topics and Methodology	Outputs/Outcome
Engagement and commitments	To confirm engagement and commitment in the process of either mobilizing resources or influencing policies	Environmental scanning on funding and policies Analyzing and understanding topics or calls for relevance and fit Networking and partnerships	Country Resource mobilization strategy Calls identified for each country to respond to. Policy process clearly understood and owned by the country teams
Organization and readiness	To review and update organization's financial systems (accountabilities)	Reviewing organizational accountability Aligning to international standards e.g. EU requirements	Systems on financial accountability updated to be fit to international standards Reporting templates designed
Team building	To strengthen teams to be analytical and dynamic	Building individual capacities to analyze and be creative Harnessing team members and partners' capacities to work together	Active thematic working groups linked to networks and partners Work streams and funding pipelines drawn for specific calls and policy change process
Ideas and concepts	To learn to develop ideas and concepts based on demand and foresights	Learning about systems thinking Identifying creativeness and promising innovations Identifying issues or areas that require policy interventions	Innovative ideas that could fit into the calls identified Concept notes drafted as a response to the calls Issues for policy change identified Communication materials for the policy process drafted
Learning mechanism	To design own learning mechanisms	Understanding learning mechanisms and its use Designing individual country's learning mechanisms	Country learning mechanisms and tools – designed and used for each call and policy process

Table 4: Proposed CD plan for the Yellow group

Sessions	Objectives	Topics and Methodology	Outputs/Outcome
Engagement and commitments	To confirm engagement and commitment in the process of either mobilizing resources or influencing policies	Environmental scanning on funding and policies Analyzing and understanding topics or calls for relevance and fit Networking and partnerships	Country resource mobilization strategy Calls identified for each country to respond to. Policy process clearly understood and owned by the country teams
Team building	To re-activate working groups To strengthen team to be analytical and dynamic	Identifying and activating core teams and working groups Building individual capacities to analyze and be creative Harnessing team members and partners' capacities to work together	Active thematic working groups linked to networks and partners Work streams and funding pipelines drawn for specific calls and policy change process
Organization and readiness	To make the organization ready to compete in calls and influence policies	Mobilizing membership in the country forum Designing country forum strategy and priorities	Country forum strategy Organisation's legal status and financial system drafted
Ideas, concepts, approaches	To review and learn to prioritize ideas, concepts, and approaches	Learning about systems thinking Identifying creativeness and promising innovations Identifying issues or areas that require policy interventions	Innovative ideas that could fit into the calls identified Concept notes drafted as a response to the calls Issues for policy change identified Communication materials for the policy process drafted
Learning mechanism	To design own learning mechanisms	Understanding learning mechanisms and its use Designing individual country's learning mechanisms	Country learning mechanisms and tools – designed and used for each call and policy process

Table 5: Proposed CD plan for the Blue group

Sessions	Objectives	Topics and Methodology	Outputs/Outcome
Status	Understand current AEAS activities in the country	Rapid assessment and focus group discussions	Country status on resource mobilization and policies of interests
Engagement and commitments	To confirm engagement and commitment in the process of either mobilizing resources or influencing policies	Environmental scanning on funding and policies Analyzing and understanding topics or calls for relevance and fit Networking and partnerships	Country resource mobilization strategy Calls identified for each country to respond to. Policy process clearly understood and owned by the country teams
Team building	To identify individuals for working groups Strengthening team to be analytical and dynamic	Identifying and activating core teams and working groups Building individual capacities to analyze and be creative Harnessing team members and partners' capacities to work together	Active thematic working groups linked to networks and partners Work streams and funding pipelines drawn for specific calls and policy change process
Organization and readiness	To make the organization ready to compete in calls and influence policies	Mobilizing membership in the country forum Designing country forum strategy and priorities	Country forum strategy Organisation's legal status and financial system drafted
Ideas, concepts, approaches	To review and learn to prioritize ideas, concepts, and approaches	Learning about systems thinking Identifying creativeness and promising innovations Identifying issues or areas that require policy interventions	Innovative ideas that could fit into the calls identified Concept notes drafted as a response to the calls Issues for policy change identified Communication materials for the policy process drafted
Learning mechanism	To design own learning mechanisms	Understanding learning mechanisms and its use Designing individual country's learning mechanisms	Country learning mechanisms and tools – designed and used for each call and policy process

Literature review and references

Below are the lists of references as well as articles and papers (accessed online) read and used as a guide in conducting this assignment.

AFAAS April 2020 news

AFAAS March 2021 newsletters

[AFAAS Strategy 2018-27](#)

AFAAS study on capacities gaps assessment

AFAAS Sustainability Strategy and Operational Guidelines.

[Africa Agriculture Status Report 2021](#)

[Agriculture's connected future: How technology can yield new growth](#)

[Agrinatura and FAO, 2019. Organisational Strengthening – A guide to the coaching process. Agricultura, Paris and FAO, Rome. 48 pp.](#)

[Blog on making digitalization work for African agriculture/ the role of the enabling environment, 2020](#)

[Briefing paper on ICT to enhance farm extension services in Africa](#)

[Committee on World Food Security: High level Panel of Experts Reports](#)

CTA, 2019. [The Digitalisation of African Agriculture Report, 2019](#)

Davis, K., S.C. Babu, and C. Ragasa, 2020. Agricultural Extension: global status

and performance in selected countries. Washington, DC: International Food Policy Research Institute. <https://doi.org/10.2499/9780896293755>

[Digital for Agriculture](#)

[Eight lessons on how to influence policy with evidence - from Oxfam's experience](#)

[EU Desira project](#)

[How do the policy processes work and how do you shape policy process and make it work?](#)

[Promoting youth engagement and employment in agriculture and food systems](#)

Resnick, D., Diao, X., and Tadesse, G. (Eds.) 2020. Sustaining Africa's Agrifood System Transformation: The Role of Public Policies. ReSAKSS 2020 Annual Trends and Outlook Report. Washington, DC, and Kigali: International Food Policy Research Institute (IFPRI) and AKADEMIYA2063. <https://doi.org/10.2499/9780896293946>.

[The politics of evidence-based policymaking: maximising the use of evidence in policy](#)

[Things to know how to influence policy with research](#)

[What is policy and policy making?](#)

Annex 1. Terms of reference of the assignment



AFAAS Secretariat
House No. 25, Kigobe Road,
Minister's Village - Ntinda
P.O. BOX: 34624, Kampala, Uganda
Email : secretariat@afaas-africa.org
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TERMS OF REFERENCE

CONSULTANCY TO CONDUCT CAPACITY GAPS ASSESSMENT AND PROPOSE A DEVELOPMENT PLAN TO STRENGTHEN THE CAPACITIES ON AEAS POLICY ANALYSIS, FORMULATION AND ADVOCACY AS WELL AS RESOURCE MOBILIZATION AT CONTINENTAL, REGIONAL AND NATIONAL LEVELS:

Contract Ref: AFAAS/IFAD-EU/CQS/2021/008

Activity 3.1.1 (i) and 3.3.3 (iii) of the approved AWP&B 2021

I. BACKGROUND

The EU initiative on the Development of Smart Innovation through Research in Agriculture (DeSIRA) intends to boost the transformation of innovation in agriculture and food systems in partner countries and make them to be more resilient to climate change and better respond to development demands. This specific Action will support the African continental and sub-regional organisations (SROs) for agricultural research and innovation, namely: FARA, AFAAS, ASARECA, CCARDESA and CORAF. The direct beneficiaries of this action are the national agricultural knowledge and innovation systems (NAKIS) in African countries and in AFAAS context the Country Fora (CFs) and their members; while the ultimate beneficiaries of the transformation of these agricultural knowledge and innovation systems are the rural poor comprising smallholder farmers, women and youth agripreneurs and pastoralists, as well as marginalized communities.

The goal of the project is to contribute to the implementation of Agenda 2030. It will contribute to the progressive achievement of Sustainable Development Goal 2 (zero hunger) and to the action to combat climate change and its impacts (SDG 13). It promotes progress towards ending poverty (SDG 1), gender equality (SDG 5), decent work and economic growth (SDG 8), and responsible consumption and production (SDG 12). The project will additionally contribute to Agenda 2063 and the Malabo Declaration of the African Union (AU). The objective of the project is to enable agricultural research and innovation, including extension services, to contribute effectively to food and nutrition security; economic development and climate mitigation in Africa. This will be achieved by improving the capacity, effectiveness and positioning of the Regional and Sub regional Agriculture research and extension organizations as well as National-Agriculture-Research-Systems (NARS), and by promoting collaboration and knowledge sharing among the organizations. Specifically, the project shall (i) strengthen the operational capacity of AFAAS and its sub regional partner organizations; (ii) improve collaboration within and among the national, sub regional and continental agriculture research and extension organizations; (iii) promote policy enhancement in agricultural research and innovation; (iv) create climate-relevant innovations; (v) promote investments and market linkages; and (vi) enhance knowledge generation and dissemination in support of decision making, advocacy and innovation sharing.

The African Forum for Agricultural Advisory Services (AFAAS) is the continental umbrella organization and platform that aims at strengthening national Agricultural Extension and Advisory Services (AEAS) in Africa in order to contribute to sustained productivity, profitability and growth of African agriculture for poverty reduction. AFAAS was established in 2004, with Secretariat in Kampala, Uganda. AFAAS is aligned to the Comprehensive Africa Agriculture Development Programme (CAADP) and to the Malabo declaration of June 2014. Thus, its specific focus is on knowledge sharing, knowledge support and innovation for enhancing the utilization and adoption of productivity-enhancing technologies, value-adding processes and loss-reducing practices in the value chains, thus contributing to national development goals. Currently AFAAS has 40 African States as members. Each member country is ultimately expected to establish a multi-stakeholder Country Forum (CF) through which its activities are to be implemented. AFAAS has also Regional Fora that link the continental level with the country level.

In 2018, AFAAS developed its strategy 2018-2027 which described its direction in the following ten years, within the continental as well as the global context, goals and priorities. To ensure smooth implementation of its strategy and Operational Plan, AFAAS Secretariat is soliciting services of an individual consultant to undertake a capacity gaps assessment and develop capacity development plans related to AEAS policy analysis, policy formulation, advocacy as well as resource mobilization at continental, regional and national levels.

II. PURPOSE OF THE CONSULTANCY

The purpose of this consultancy is to conduct an assessment on capacity gaps and propose a development plan to strengthen the capacities on AEAS policy analysis, formulation and advocacy as well as resource mobilization at continental, regional and national levels. The assignment will focus on the capacities of AFAAS Secretariat staff, Regional and Country fora FPs.

III. OBJECTIVES OF THE ASSIGNMENT

The objectives of this assignment are:

- (v) Engage with relevant AFAAS Secretariat staff and key actors at regional and country level AEAS fora, to understand the context and plan the assignment accordingly.
- (vi) Develop capacity assessment methodology for AEAS policy analysis, formulation and advocacy as well as resource mobilization for country and regional levels;
- (vii) Conduct capacity assessment, prioritize training needs and develop training plans for AEAS policy analysis, formulation and advocacy as well as resource mobilization for country and regional levels
- (viii) Develop framework and guidelines for a continuous and sustainable strengthening of country fora.

IV. SCOPE OF THE WORK

The Consultant will work closely with the technical staff from AFAAS and Focal Persons of the Regional and Country Fora the Consultant will undertake the following specific tasks:

- (i) Develop an appropriate and robust methodology for carrying out the assignment at AFAAS and within the target countries. **The detailed methodology will be included in the inception report;**
- (ii) Using the capacity gap assessment methodology, work with AFAAS team to carry out assessment of the existing capacity gaps and **competencies needed for AEAS policy analysis, formulation and advocacy as well as resource mobilization at continental, regional and national levels;**

- (iii) Analyze the data and synthesize into a report in collaboration with AFAAS Capacity and Institutional Development Specialist. The analysis include prioritization of the identified capacity gaps;
- (iv) **Design capacity development framework and guidelines to address the gaps with a view of a sustainable and continuous strengthening of the country fora.** This strategy and guidelines are to be validated by the relevant individuals at AFAAS Secretariat and selected **country fora through a virtual validation workshop.**
- (v) **Produce capacity assessment report and capacity development plan.**

V. APPROACH AND METHODOLOGY

The Consultant shall work closely with AFAAS Capacity and Institutional Development Specialist on the proposed robust methodology for undertaking the assignment which shall be detailed at the inception stage. **The assignment will cover all the CAADP XP4 target countries (11) as well as prospective CFs (11).** The assignment will adopt a consultative and participatory approach, engaging AFAAS Secretariat as well as FPs in its respective target countries to come up with a suitable methodology as well as the tools for carrying out the assignment.

The assignment requires the Consultant to carry out a survey as well as virtual meetings, if need be, with AFAAS and the target countries. The assignment will be done virtually. A virtual validation workshop via webinar will be done with effective participation of the relevant respondents.

VI. EXPECTED DELIVERABLES

The key deliverables to assignment shall be:

- a) Inception report spelling out the proposed technical approach (methodology detailing tools and process), time scale, resources and validation plan for the delivery of the final task strategy as well as an outline for the assessment report;
- b) Draft Capacity Assessment Report (based on agreed outline). This shall include the AEAS capacity strengthening framework and guidelines for addressing the identified gaps
- c) Capacity strengthening/training plans with priorities
- d) Final Capacity Assessment Report after incorporating comments from AFAAS and its respective key stakeholders;

VII. SUPPORT TO THE CONSULTANT

AFAAS will support the Consultant during the implementation of the assignment. This will be wide ranging support to ensure that the Consultant has the required access to materials and key persons to be consulted. Therefore, the Consultant will work very closely with the contact persons at AFAAS in the delivery of this assignment. The wide range of support will include the following:

- a) Introduce the consultant to the focal or contact persons in countries;
- b) Liaise with contact persons and come up with the names of the persons who will respond to the tools;
- c) Liaise with country contact/focal persons to ensure that response to the data collection tool is concluded in a timely manner;
- d) Support in identifying and organizing a validation workshop
- e) Provide relevant information/literature materials that may be required by the consultant.

VIII. QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANT

The consultant is expected to have the following qualifications and sets of competencies:

- a) A minimum of a Master's degree in agriculture, rural development, agricultural extension and advisory services and/or business management. Other qualifications in Information and Communication Technologies and knowledge management will be an added advantage;
- b) At least ten (10) years' experience in the development sector; preferably in AEAS policy analysis and formulation, resource mobilization, capacity development, capacity assessments and developing capacity development plans,
- c) Ability to organize meetings, calls and documents that may require the input of multiple sources,
- d) Proven ability to work both independently and as part of a team,
- e) Experience in similar assignment (capacity assessment on AEAS policy analysis, formulation, advocacy and resource mobilization),
- f) Experience on sample design and use of data collection methodologies including online data collection techniques as well as development of survey tools,
- g) Experience of working in African countries;
- h) Knowledge about AFAAS and CAADP XP4 Project;
- i) Experience in gender and youth mainstreaming will be an added advantage.
- j) Fluency in English is required; knowledge of French is an added advantage,

IX. ELEMENTS IN THE PROPOSAL

The proposal for this consultancy should comprise of the following:

- a) An understanding of the consultancy requirements;
- b) Methodology for performing the assignment;
- c) Project delivery plan (work plan);
- d) Demonstrated ability to work in a team to deliver the tasks of the assignment;
- e) Detailed list of references indicating the scope and magnitude of similar assignments;
- f) Relevant capacity assessments undertaken in the past.

X. EVALUATION AND SLECTION CRITERIA

The Consultant will be evaluated according to the following evaluation criteria:

Description of Evaluation Criteria	Score
a) Understanding of the assignment	10
b) Adequacy of the proposed workplan and Methodology in responding to the TORs <ul style="list-style-type: none">• Adequacy of proposed approach and methodology• Adequacy of proposed Work plan	35
c) Qualifications of the Consultant for the assignment	25
d) Specific experience of the consultant in similar assignments related to capacity assessments undertaken in the past 5 years	15
e) Experience in sample designs and use of data collection methodologies	5
f) Experience in the region and knowledge about AFAAS	5
g) Three relevant references/Recommendations	5
TOTAL MARKS	100

The minimum technical score required to pass the technical evaluation is 70 points.

XI. DURATION OF THE ASSIGNMENT

The assignment shall be for a maximum of 25 man days distributed within two months. The assignment shall be effective from May 1, 2021 to June, 30, 2020

XII. REPORTING

The consultant will report to AFAAS Executive Director; and work closely with the Capacity and Institutional Development Specialist from AFAAS and technical staff in other units.

XIII. APPLICATIONS

The Consultant shall be required to submit both the financial and technical proposal. The technical proposal should contain at minimum the following: (i) Description on understanding of the tasks including comments on the TORs; (ii) Elaborate description of the methodology to be followed to deliver the required outputs of this assignment; (iii) Work plan and time frame for implementation; and (iv) CV of the consultant. The financial proposal should contain professional fees and other direct and reimbursable expenses.

Applications should be submitted to:

Executive Director, AFAAS;

Dr. Silim Nahdy;

P.O. BOX 34624 Kampala;

Email: secretariat@afaas-africa.org;

Tel: +256-312313400;

Copying the AFAAS Procurement Specialist, Paddy Grace Wanzala, email pwanzala@afaas-africa.org;

XIV. QUERRIES AND CLARIFICATIONS

Questions and/or clarifications may be submitted to Samson Eshetu (seshetu@afaas-africa.org) copying Max Olupot (molupot@afaas-africa.org) by April 15, 2021. Responses will be shared with all those who will have applied and shared their e-mail addresses with us by April 20, 2021.

XV. CLOSING DATE

Applications will be accepted up to April 25, 2021. Only shortlisted applicants shall be contacted.



CONTACTS

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Connect with us:

