

Sasakawa Africa Association
and Sasakawa Africa Fund for Extension Education

ANNUAL REPORT 2013



“Feeding the Future”



About SAA, SG 2000 and SAFE

The agricultural projects of the Sasakawa Africa Association (SAA) are operated as joint ventures of two organizations – SAA and the Global 2000 Program of the Carter Center in Atlanta, Georgia (USA). There are currently four Sasakawa-Global 2000 (SG 2000) country projects – in Ethiopia, Mali, Nigeria and Uganda – for which SAA serves as the lead management organization. Former US President Jimmy Carter and his advisors have worked through the Global 2000 Program to provide policy advice to national political leaders in support of SG 2000 project objectives. Funding for SG 2000 projects comes

principally from The Nippon Foundation of Japan, whose Chairman is Yohei Sasakawa and whose President is Takeju Ogata.

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



Mother and child in Sélingué, south west Mali

SAA Board of Directors

(as of December 2012)

Ruth K. Oniang'o, Kenya, Chair
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SAA Founders

Mr Ryoichi Sasakawa
Dr Norman E. Borlaug
President Jimmy Carter

Caption for front page:

Yohei Sasakawa, Chairman of the Nippon Foundation, in farmers' fields, Ethiopia, in 2013

SAA/SAFE Principal Staff Management

Masaaki Miyamoto, Japan, Executive Director
Juliana Rwelamira, Tanzania, SAA Managing Director
Deola Naibakelao, Chad, SAFE Managing Director

Senior Staff

Andreas Oswald, Germany, Thematic Director, Crop Productivity Enhancement
Leonides Halos-Kim, Philippines, Thematic Director, Postharvest Handling and Agroprocessing
Justine Wangila, Kenya, Thematic Director, Monitoring, Evaluation, Learning and Sharing
Abou Berthe, Mali Country Director
Aberra Debelo, Ethiopia Country Director
Sani Miko, Nigeria Country Director

Roselline Nyamutale, Uganda Country Director

Robert Anyang, Regional Program Officer, PPP and Market Access

Rose Wanzie, Regional Program Officer, Postharvest Handling and Agroprocessing

Shushan Negussie, Regional Administrative Manager, Ethiopia

Asnakech Sisay, Regional Financial Officer, Ethiopia

Maki Seki, Program Officer, Japan

Sayako Tokusue, Program Officer, Japan

Chizu Nakamoto, Assistant Program Officer, Japan

SAFE Associate Staff from Winrock International

Mercy Akeredolu, Nigeria

Assa Kanté, Mali

Jeff Mutimba, Zimbabwe

Report from the Chairperson

New alliances forged

In introducing this annual report for 2013, I am aware that moving from a highly centralized smallholder development organization, with a single donor, to a broader based organization, with several partners – primed to face the new challenges posed by African agriculture – has been a challenging one.

It has therefore been stimulating to see the strides made by SAA and SAFE in our focus countries – Ethiopia, Mali, Nigeria and Uganda – in implementing our Strategic Plan, 2012-2016 – and measuring results accordingly. Smallholder agriculture is slowly emerging from being a marginalized economic activity into mainstream business development. There is undoubtedly a long way to go, but I believe we are on the right path – and SAA and SAFE are playing their part.

For example, in February 2013 we signed an agreement in Abuja with the Ministry of Agriculture and Rural Development of the Federal Government of Nigeria “to improve agricultural productivity and production, food security and nutrition through better support to resource-poor farmers, especially women and youth”. This will mean an expansion of our work in Nigeria and will include SAFE activities through selected universities and colleges of agriculture “in geographical zones of the country not yet covered.”

I described the agreement – at the signing ceremony with Minister Adesina – as a milestone in our relationship, and a demonstration of Nigeria’s commitment to invest in agriculture. As I write, the Federal Government has released funds in support of our joint project.

While we look to the future, we still draw on the inspirational legacy of the past. In 2014, we commemorate



Professor Ruth Oniang'o signs the agreement with Dr Akinwumi Adesina, Minister of Agriculture and Rural Development, Government of the Federal Democratic Republic of Nigeria

the centenary of the birth of one of our three founders, Dr Norman Borlaug. We mark this historic occasion with a series of high-profile events in Uganda – another partner country where agriculture is seen as driving economic change and providing the opportunity of jobs for the youth of the country.

In April 2013, I travelled to Kassel in Germany, with Executive Director, Masaaki Miyamoto, to sign an agreement with K+S KALI GmbH to launch a project – Growth for Uganda – concentrating on Northern Uganda, which is now recovering from the ravages of the Lord’s Resistance Army. The most obvious manifestation of our new partnership is a mobile training truck, which is able to reach villages and communities often inaccessible by road. The truck is already operating in Uganda.

SAFE celebrations

One of the highlights of 2013 was the celebration of the 20th anniversary of the founding of SAFE at the University of Cape Coast (UCC) in Ghana. “Twenty years of extension education in Africa: the SAFE way”, consisted of two symposia held in Accra on 5 November and UCC on 6 November, which also included the launch of a book on the history of Sasakawa in Ghana. The guest of honour, in Accra, was PV Obeng, Special Adviser to the President of Ghana, with the valued assistance of Commodore Steve Obimpeh, who was Minister of Food and Agriculture when SAA started operations in Ghana in 1986. Most sadly, Hon Obeng died earlier this year (2014).

At UCC, Vice Chancellor Professor Domwini Kuupole opened proceedings while Dr Alhassan Yakubu, Deputy Minister of Food and Agriculture, gave the keynote address on the critical role played by extension in empowering small-scale farmers.

SAFE, as reported in Ghana, has made remarkable strides under its Chief Executive, Deola Naibakelao, and operates in 17 universities and two colleges in nine African countries.

In this fruitful and exciting year, the Executive Director invited me, my Managing Directors, and their teams, to Yokohama for the fifth Tokyo International Conference on African Development (TICAD V), which takes place every five years with African heads of government and states. We were witness to Japan’s ambitious plans for Africa – with an expanded role for Japanese business and development.

In looking back at 2013, I should like to thank both Juliana Rwelamira and Deola Naibakelao for their respective leadership of SAA and SAFE. I should also like to thank my friend and colleague, Masaaki Miyamoto, Executive Director, who so ably directs our twin organizations.

Report from the Chairperson

New alliances forged



The mobile training centre, following the signing of an agreement between SAA and the German company K+S KALI GmbH, enables SAA to reach farmers in remote areas of Uganda. Here it is operating in in Kwera sub-county, Dokolo, Uganda

Finally, I should acknowledge the unwavering support of our donor, The Nippon Foundation, and its Chairman, Mr Yohei Sasakawa. His continuing and close interest in our work is indeed inspirational.

We thank each and everyone who has made it possible for us to reach this far and look forward to the future with great hope and enthusiasm for a better fed world, without hunger. As SAA and SAFE, together with our partners, we shall continue to do everything in our power to achieve our objectives.



Hon Professor Ruth K Oniang'o
*Chairperson of the Sasakawa Africa Association
Chairperson of the Sasakawa Africa Fund for Extension Education*

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

Management Report from the Managing Director

At the time of his death in 2009, Dr Norman Borlaug was in his 65th year of continuous involvement in agricultural research and production in low-income food-deficit developing countries. He had worked with many scientists, political leaders, and farmers to transform food production systems. He had achieved much, including the great historic successes of the Green Revolution in Latin America and Asia. His research helped to double world wheat and rice production, adding hundreds of millions of tons of grain to world harvests.

Under his presidency the Sasakawa-Global 2000 (SG 2000) agricultural program operated in 14 sub-Saharan African countries. The initial strategy was similar to the one that Dr Borlaug had employed in Asia; packages of improved technology were assembled, based on the best available seeds and research information in each country, and extensive farmer training and crop demonstration programs were organized, in close collaboration with national ministries of agriculture. Crop yields on farmers' demonstration plots were impressive, generally two-to-three times higher than those traditionally obtained.

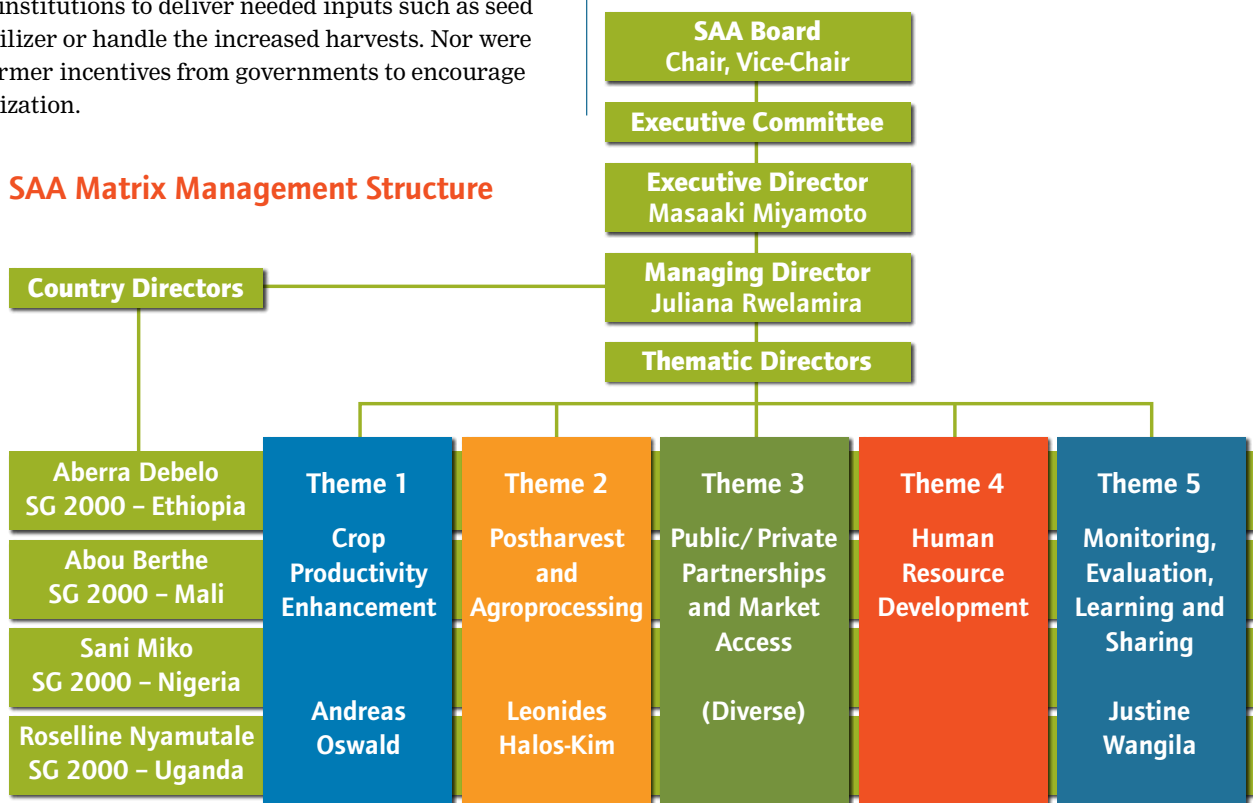
The same euphoria among smallholder farmers in Africa was witnessed, as was observed in Latin America and Asia, but the outcomes were not the same: Africa did not have the infrastructure—roads, railroads and irrigation systems—that had existed in Asia. Nor did it have the market institutions to deliver needed inputs such as seed and fertilizer or handle the increased harvests. Nor were there farmer incentives from governments to encourage modernization.

Despite these fundamental problems, Dr Borlaug was persistent. He had signed up for life to be a 'Hunger Fighter'. His last spoken words were "Take it to the farmer."

To date, SAA continues the legacy of Dr Borlaug, promoting the use of modern technologies along the entire value chain to enhance, not only higher yields, but also to alleviate drudgery, improve quality of produce and, where possible, add value to produce, linking farmers to other value chain players, especially in the market place, as well as to various service providers. SAA has so far achieved its objectives through its five thematic areas: Crop Productivity Enhancement (CPE), Postharvest and Agroprocessing (PHAP), Public-Private Partnerships and Market Access (PPP&MA), Human Resource Development (SAFE) and Monitoring, Evaluation, Learning and Sharing (MELS). Each theme has full teams in our four focus countries – Ethiopia, Mali, Nigeria and Uganda. Theme Directors carry out recruitment of their team members, as need arises, in close collaboration with the Country Directors. Each theme has Concepts and Procedures' documents to guide its work in the countries, which are reviewed and updated as necessary.

Implementation of the SAA Strategic Plan 2012–2016, is moving forward with some encouraging outcomes. A mid-term evaluation of the implementation of the plan is being organised.

SAA Matrix Management Structure



Highlights of 2013

Staff matters

By 2013, the SAA staff contingent had grown to 149 staff, an increase of 9.3 percent over 2012. In Ethiopia, one Project Coordinator and five Program Officers came on board for three different projects. In Uganda, four Program Officers were recruited for the Growth for Uganda Project; while, in Mali, a Deputy Country Director / Theme 3 Leader joined the team. The ratio of male to female staff is 3 to 1, with variations by country. All senior members of staff from the Managing Director, Thematic Directors, Country Directors and Deputy Country Directors are committed professionals who are consistently pushing themselves to achieve SAA outcomes as set out in the SAA Strategic Plan.

The vision, mission and strategic goals of SAA

SAA Vision

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

SAA Mission

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

SAA Strategic Goals

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

Unfortunately, in June and December, the regional Program Officers resigned, one from Theme 3 and the other from Theme 2. The two themes are trying to replace them.

Matrix Management

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

Important highlights of 2013

In 2013 the following events that had bearing on the program, took place:

- SAA signed a partnership Memorandum of Understanding (MOU) with Nigeria's Federal Ministry of Agriculture; the MOU was signed on 8th February, 2013. Under the MOU, a range of areas of cooperation are expected to take place towards improving agricultural productivity and production, as well as food security and nutrition. Also, two more Nigeria State Governments (of Gombe and Kano) signed MOUs with SAA/SG 2000 Nigeria and started to provide funds to SAA/SG 2000 Nigeria to expand the program in those states.
- A Cooperation Agreement was concluded with a German Private company, K+S KALI GmbH, with the aim of improving the productivity, incomes and self-sufficiency of smallholder farmers in Uganda, through training and demonstrations in the proper use of fertilizers. The Project was launched on 26th April, 2013 in Kassel –Germany and on 19th July, 2013 in Dokolo – Uganda.

These agreements have broadened SAA's partnerships for funding and program expansion.

In order to strengthen communications and company moral, the following regular, but important events and meetings for SAA staff took place:

- The annual staff retreat in May 2013 for all technical new staff of SAA/SAFE. The meeting was preceded by a two day Matrix Management training session.
- Theme annual meetings were organized between November 2013 and January 2014.

Management report from the Managing Director



Juliana Rwelamira with Ethiopia Country Director Aberra Debelo during Yohei Sasakawa's (right) visit to farmers' fields in Ethiopia

- The Managing Director organized meetings with all country staff, in each of the four focus countries (Ethiopia, Mali, Nigeria and Uganda), to keep staff updated on important new developments in the organization
- Staff performance evaluation is ongoing and is considered a part of the annual individual staff performance assessment.
- The entire SAA-SAFE management, and all senior staff members, attended the 5th Tokyo International Conference on Africa Development (TICAD V), 28th May to 6th June 2013.
- Mr Yohei Sasakawa, Chairman of our principal donor, The Nippon Foundation, visited SAA project sites in Ethiopia while in the country for the African Regional Symposium on Leprosy and Human Rights, in September 2013.

Staff development and growth

SAA believes in implementing a strong staff development program. Using the criteria set out for utilizing the Borlaug Fund for Staff Development, scholarships from the fund have been disbursed both for long and short term courses, workshops and meetings. One scholarship, for PhD studies and Master's degree, has been awarded. Nine short term training courses have been awarded to staff as follows: eight market linkage training from Ethiopia, Nigeria and Uganda; one monitoring and evaluation training from Nigeria. More staff training support from the Borlaug fund will be facilitated in 2014.

Management Information System

The Management Information System (MIS) has significantly improved channels of communication throughout the organization. Sharing of documents and information by uploading them on the website is now a regular practice by all professional senior staff members. Quarterly, semester and yearly reports are shared in that way; accountants upload their offices' monthly expenditure report on the MIS for those concerned to access and work on them. For each category (ED, MDs, TDs, CDs) there is a restricted folder and a common folder to make sure that confidentiality is maintained.

Resource mobilization

As indicated in the Strategic Plan, SAA has enjoyed the strong support of The Nippon Foundation, Japan's largest private philanthropic organization, since its inception. Such long-term support is a rarity and has enabled SAA to focus on program implementation with consistency. But funding levels have been relatively constant in recent years, which have limited the capacity of SAA and SAFE to scale-up their work.

SAA has been successful in diversifying its funding sources. Apart from The Nippon Foundation, SAA now receives funding from the Alliance for a Green Revolution in Africa (AGRA), the Bill and Melinda Gates Foundation (BMGF); the Japan International Cooperation Agency (JICA) - supporting two SAA projects; the World Food Program – Purchase for Progress Project (WFP-P4P); and the Canadian International Development Agency (CIDA) in Ethiopia. SAA-SG 2000 Nigeria has participated in the USAID-MARKETS I and II Project. Also in Nigeria, four states – Jigawa, Adamawa, Gombe and Kano have provided additional support outside the SAA-SG 2000 Nigeria program.



Juliana Rwelamira, Managing Director, in her office in Addis Ababa

THEME 1

CROP PRODUCTIVITY ENHANCEMENT

The Crop Productivity Enhancement (CPE) theme has, as its overall objectives, to increase agricultural productivity and strengthen the capacities of farmers and national extension systems in the four focus countries. As a result we establish cost-effective farmer learning platforms that improve productivity in smallholder food systems, especially for resource-poor women farmers, and increase food security and livelihoods.

Farmer Learning Platforms (FLP) are used by the CPE theme to build and strengthen the capacities and skills of farmers and acquaint extension agents with innovative and cost-efficient concepts of agricultural service systems' delivery. The three main elements of a FLP are:

- field demonstrations in farmers' fields as learning sites for training of farmers' groups;
- training sessions from extension agents for farmers at least three to five times during the growing season;
- monitoring, evaluation and feed-back of all activities with all participants in order to learn and share experiences and results and improve our efforts and methodological approach;

Extending field activities

In 2013, the CPE theme continued its efforts to comply with the goals set by the SAA Strategic Plan, considerably extending field activities in three out of the four target countries, Nigeria, Uganda and Ethiopia. In Mali our field presence had to be reduced because of the difficult political and security situation in the country. However, in 2014 we will increase our efforts, since the national institutions are in full administrative control of our operational regions.

The two to three months prior to the beginning of the growing season are usually very busy for the different CPE country teams. After planning sessions with the national extension services, inputs need to be purchased and repacked for the implementation of the different field demonstrations – Technology Options Plots, Women Assisted Demonstrations, Community Variety Plots and Seed Priming Demonstrations. For example in 2013 we



Reaching 60 to 70,000 farmers in four focus countries: Andreas Oswald (right)

distributed more than 40 t of cereal and legume seed, about 37 t of potato seed and more than 140 t of chemical fertilizer to the extension agents in the four different countries, all in small packets ranging from a few 100 g for seed to two to five kg for fertilizer.

After input distribution, the team starts with the training of trainers (extension agents) to improve their skills and capacities for training farmers. This year we trained a total of 1,800 extension agents in three training sessions which is an increase of about 40 percent compared to 2012.

The extension agents then convened meetings of farmers several times during the season. The cumulative number of farmers trained during the entire season was well beyond 100,000 but since the same farmers may have participated in several sessions we estimate that we reached about 60,000 to 70,000 farmers in the four countries, an increase of more than 100 percent compared to 2012. In order to reach so many farmers we also had to increase the number of field demonstrations, so that farmers could see and evaluate the new/improved technologies and their effect on crop growth and yield and where they could compare these technologies with their own way of crop production.

Table 1. Adoption of CPE theme introduced technologies in selected Woredas (districts) of Ethiopia

Technology	2011	2012	2013	Number of Woredas evaluated
Line planting				
Teff	70 ha	450 ha	5,680 ha	8
Wheat	3,170 ha	5,970 ha	15,770 ha	11
Barley	510 ha	940 ha	1910 ha	5
Variety				
Teff – Kuncho	Introduced	2,170 ha	11,590 ha	6
Fertilizer application				
DAP	8,560 kg	11,150 kg	12,220 kg	11
Urea	7,580 kg	9,250 kg	10,680 kg	11



Hence, the CPE country teams were able to establish more than 7,000 demonstration plots showing technologies such as fertilizer application, quality seed, new varieties, seed priming, conservation tillage, water harvesting and many more (Table 1). This means we had 75 percent more demonstration plots in farmers' fields in 2013 than in 2012.

Another important tool to make new or improved technologies known among farmers, extension agents and other officials and stakeholders are Farmers' Field Days (FFDs). FFDs were conducted in all countries, however, on different scales. For example in Uganda, Ethiopia and Nigeria, all FFDs are traditionally on district or zonal level while in Mali they are implemented directly at the villages. In the four countries, we implemented 461 FFDs with more than 160,000 farmers participating.

More activities in Ethiopia

Although these figures, and above all the level of increase compared to 2012 are impressive and show that the CPE theme is able to work on scale with its methodology and extension approach, we have to consider that more than 50 percent of all these activities (demonstrations, training sessions, FFDs) are executed in Ethiopia only. This is because we have several donor funded projects in Ethiopia but also because there is an infrastructure in place with Farmer Training Centres and a high number of extension agents, which is not found in other countries. The other extreme is Mali where our field presence decreased to less than 10 percent of our total activities in 2013. Reasons were the political and security situation but apart from that also the huge distances among regions, communes and villages, lack of extension agents and poor road infrastructure

which affected our presence and impact with farmers and cost-efficiency of operations. However, in previous years (2009-2012) we could show that with proper funding and the right technology (micro-dosing of fertilizer) crop yields were increased and productivity and economic returns could be significantly improved.

In 2013 we managed to better coordinate activities with Theme 3 (PPP for extension delivery and market access) in order to improve services to farmers such as provision of inputs (seed, fertilizer) or marketing advice. For the CPE theme, this is a crucial collaboration because only if farmers have timely access to quality inputs at a reasonable cost and see the opportunity of selling their produce for a fair price, they will adopt new (input requiring) technologies and engage in sustainable and resource preserving production methods. We expect that in 2014 this collaboration will be further extended to make best use of the synergies between the two Themes.

Although our activities increased considerably in 2013, the number of CPE staff grew only moderately. We employed two new Program Officers in Uganda and three new ones in Ethiopia. The complete CPE team consisted of 21 staff and we have worked in most countries at the limit of what the teams could achieve without compromising the quality of their work. In this respect 2013 has been a major challenge for the country teams and the CPE management fully recognizes the dedication and good work delivered during that very busy year.



Malian farmers' and a SAA program officer evaluate a sorghum demonstration plot

THEME 2

POSTHARVEST AND AGROPROCESSING (PHAP) EXTENSION

The Postharvest and Agroprocessing (PHAP) theme aligns itself to the SAA's value chain-oriented extension strategy by complementing SAA's theme on enhancing crop productivity. During the Theme 2 Staff Regional Workshop, held on December 11-15, 2013, in Bahir Dar, Ethiopia, which was also attended by other Theme Directors, Country Directors and their Deputies, the Theme 2 pillars of operation, specific objectives and anticipated outcomes were reviewed and un-veiled for clarity and coordination.

Overall, the Theme 2 objective is to improve postharvest handling, storage and processing of agricultural produce to reduce losses in order to increase income and improve the livelihood of smallholder farmers and agroprocessors. Four focal areas and conditions have been indicated that will deliver the desired outputs and outcomes:

1. The use of appropriate postharvest handling, storage and agroprocessing technologies;
2. Incentivizing extension agents to provide training and advisory services in storage and value-adding agroprocessing technologies;
3. Developing agroprocessing enterprises, especially with women and youth;
4. Encouraging private service providers to supply and maintain labour-saving and efficiency-enhancing technologies and services to farmers.

The activities are designed to attain efficiency in postharvest handling and storage, create income-generating activities through the development of value-adding enterprises which engage women and youth, while sustaining the adoption of improved postharvest techniques by providing easy access to technologies with associated repair and maintenance services.

Two years from the start of the program, our team has embarked on an actual postharvest loss assessment of the major food and cash crops being addressed by each country program. The postharvest losses, after using the

recommended techniques, are also currently monitored and measured. The reduction in the postharvest losses, due to our interventions, is one of the outcome indicators.

The team is still having difficulty measuring the outcome based on price differential received by producers offering good quality produce. Informal markets, accessible to smallholder farmers, are still dominated by traders who normally dictate the price of the commodities, and do not give incentives to smallholder farmers to invest in quality-enhancing processes. Quality standards, if there are any, are not strictly enforced. In collaboration with Theme 3, each country team is sensitizing stakeholders on quality traits and standards and the corresponding benefits, including price incentives for quality products.

Off-farm agroprocessing enterprises by women groups have generated impact not only in terms of income but also on the improvement of the quality of life of rural families.

Private service providers are playing a major role in providing farmers and processors with access to much needed technologies and services. Private service providers are reporting satisfaction with the way business is providing them income and are happy to help the smallholder farmers handle their operations more efficiently. Economic analysis of the multi-crop thresher, providing a threshing service to teff farmers in Ethiopia, resulted in a BCR (benefit-to-cost ratio) of 2.68 after two years with an internal rate of return (IRR) equal to 61.7 percent. In Uganda, farmers have also started to use maize shelling service providers, which has allowed them to quickly shell their maize before deterioration. In Nigeria, rice and groundnut oil processors are providing services to other processors that add to their income.

Our team is committed to encouraging more private entrepreneurs, especially the youth in the rural areas, so that more farmers and agroprocessors can access their technologies.

The establishment of the Postharvest and Agroprocessing Extension and Learning Platform (PHELP) in the different

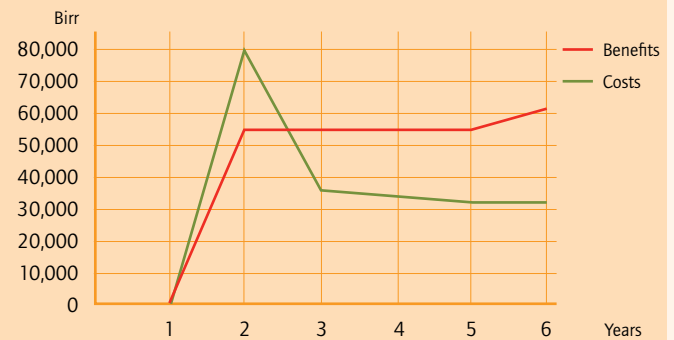
Agroprocessing enterprises are providing good quality food and income to processors:

- In Ethiopia, members of women groups supported through the JICA Partnership Project (JPP) reported annual income of ETB 650 to 7,400 (approx \$35 - 390) from processing spices alone (compared to NIL when they started); or a net profit to sales of 21 percent. Processing groundnuts gave them a 41 percent net profit to sales.
- In Nigeria, the Cassava processing enterprise by a women group in Ganye, Adamawa State recorded a 64 percent net profit to sales of 'gari' (roasted, grated cassava food in West Africa).





Break even point (BEP) before financing calculated at 14 percent interest rate



countries presented various challenges because of the need of a structure to house the different technological options for demonstration, training and enterprise development. In many cases we tried to attach the PHELP to existing farmers' training and marketing centres which demonstrate productivity enhancement options, or where farmers aggregate their produce for collective marketing. In Ethiopia, we are using the FTCs (Farmers Training Centres) which are present in all Woredas. In Mali, we use grain marketing centres for farmer organizations, or the Niet@kene where primary processing, such as shelling and cleaning, and bulking for market are done by the farmers; in Nigeria, we have tried to use the ADP (Agricultural Development Program) infrastructure; in Uganda, we selected some active OSCAs (One-Stop-Centres) which provide inputs and advisory services to farmers on production technologies.

Except for Ethiopia, the scheme is still not yet well understood by many of our stakeholders. However, the Farmer Enterprise Model (FE) is better understood. In the original PHELP concept, FEs are supposed to emerge from the PHELPS. We noticed, however, that the FEs can be developed directly through organized farmers/processors groups with the proper support mechanisms such as training, access to information on technologies and markets, as well as linkages to financial resources. In Nigeria, we take this as being similar to the development of agroprocessing enterprises, which has been working well. In Mali, we are still analyzing and learning from the establishment of the Postharvest and Trading Centres (PhTCs) a model which can be recommended where farmers' groups are familiar with the warehouse receipt system.

Essentially, the PHELP model should be a platform to disseminate information and train stakeholders on improved postharvest and agroprocessing technological options, which should then develop into a self-sustaining agroprocessing enterprise, using the recommended technologies.

Our team will continue to conduct field demonstrations and training on improved postharvest handling, storing

and agroprocessing technologies coupled with multi-media broadcasting to reach more farmers and processors.

SAA's innovative PHAP extension approach is helping to facilitate the adoption of improved technologies and is encouraging other development agencies to follow.

In 2013, PHAP collaborated with JICA, CIMMYT, WFP/P4P and AGRA to implement some of its activities. JICA through its partnership program had supported the development of agroprocessing enterprises by nine women groups who are now earning from their agroprocessing activities. Based on this project, the Agricultural Transformation Agency (ATA) of Ethiopia provided funding to develop more women groups to expand their economic activities.

CIMMYT provided funding to support SAA in promoting a metal silo in Ethiopia for insect-free storage. The WFP program is providing funding to SAA to train smallholder farmers on good crop handling and storage to ensure the market has the required quality. AGRA is supporting a project in Mali to improve postharvest management and marketing and has established ten Postharvest and Trading Centers which provide threshing, cleaning and storing services to its members as well as serving as a platform for bulk marketing.

Within SAA, it is essential that we coordinate with the other Themes, not least Theme 1 and Theme 3. Processors need a constant supply of raw material, knowledge and skill on enterprise management, and linkage to market information which will enable them to supply the quantity and quality of goods required by the market.

SAA PHAP is still challenged by the slow adoption of technologies, most of which are not affordable to smallholder farmers and processors. Our team will continue to monitor the advances we have made in promoting improved postharvest, storage and processing and will involve more stakeholders, particularly government entities, to commit to sustaining the program and the adoption of technologies.

THEME 3

PUBLIC PRIVATE PARTNERSHIPS AND MARKET ACCESS (PPP&MA)

Partnerships have been critical to SAA strategies since SAA's inception in 1986. Thus Theme 3, or PPP&MA, has a mandate to establish public-private partnerships in support of extension delivery and smallholder agricultural development through more profitable access to markets. Theme 3 has to service most of the farmers in T1 Crop Productivity Enhancement and, in T2, Postharvest and Agroprocessing, by availing inputs, linking farmers to other service providers, to markets and championing the leverage of both in kind and cash from partners that are willing to support extension delivery and reach more farmers. Thus, Theme 3 complements Themes 1 and 2 activities. Farmers of all levels require easy access and affordable inputs for production, and loans and credit to buy them, and markets to sell their produce. Traders and farmers need to improve on quality and quantity by using improved technologies that will translate in to better markets.

Anticipated Outcomes over 2012-2016

- Updated and expanding networks of private resources persons, agribusiness service providers, and advisers supporting efficient FBOs (Farmer Based Organizations) and smallholder enterprises in training and program demonstrations.
- At least 60 FBOs supported through formal training and mentoring in market demand, value chain analysis

and business planning, to capacitate them to engage in negotiations, securing services and commercial trading.

- Seventy private organizations, dealing with seed, crop and agro-inputs, receiving specialised training at cost.
- Producers' market alliances (for FBOs and entrepreneurs) identified and supported.
- Systems and channels, linking private service providers and agroprocessing enterprises with financial institutions, which are well defined and understood.

Achievements in 2013

Ethiopia

A total of 14 models have been developed to facilitate delivery of activities; 75 service providers have been strengthened and 19 FBOs have been able to draw up 35 business plans. Training has been conducted in seed production with 796 members; 127 FBOs have been linked to entrepreneurs; among them are eight women and youth groups. Eight credit needs assessments were conducted; 25 simple borrowers' guides were developed and resulted in 2,352 farmer groups opening up accounts, 197 financial management training sessions were conducted and five Village Savings and Loan Associations (VSLAs) established. The total amount of leverage realized was \$621,000 due to prompt implementation of activities.



Input shop in Mityana district – Central Uganda: farmers at all levels require easy access and affordable prices.

Mali

The build up towards achievements of the strategic plan shows positive results as adoption of models by FBO to operate as business entities has been implemented. A multi- information exchange forum was organized to share implementation strategies. One market study was conducted and ten business plans were developed. In relation to the business plans, five courses were conducted for five input dealers. The three operational models have facilitated the linkages of 100 Commodity Associations (CA) to five entrepreneurs, thus facilitating the establishment of five VSLA associations. Financial and credit training was conducted for ten CAs and resulted in 50 of the CAs opening accounts and accessing loans. This was made possible through Theme 3's continued support for the emergence of strong FBOs by identifying relevant value chain actors and building their capacity to support smallholder farmers in accessing better and competitive markets through public-private partnerships.

Most of the targets stated in the Strategic Plan have been achieved to a level of 94 percent due to the extra core projects, like Projet urgence appui campagne agricole (PUCA) and AGRA, that have facilitated distribution of inputs to farmers amounting to 734 mt of inputs costing FCFA 184 million of mainly NPK, UREA and DAP. An estimated 10,000 farmers (mainly in the PUCA project) have been reached through Theme 3.

Nigeria

The deteriorating security situation in Northern Nigeria has not hindered Theme 3 from registering some progress towards the targets set in the Strategic Plan. As a way of reaching more actors along the value chain six models have been developed and adapted and have facilitated one rapid service provider appraisal to be conducted. A directory was subsequently developed and shared with Commodity Association Trainers (CATS) and FBOs. To improve collaboration, 15 multinational exchange information forums were conducted at national and regional level and a total of 18 Private Service Providers (PSPs) skills were strengthened in business development. One inventory for nine FBOs was compiled showing gaps existing along the value chain. To ensure timely access to inputs, 72 seed producers and 76 input dealers were trained. One market survey was conducted and enhanced linkage for nine FBOs and six entrepreneurs. A total amount of \$12,000 was leveraged from the private sector to support advisory services and was supported by nine CATs who have managed to reach 4,800 farmers. This has resulted in improved grain quality delivered by farmers to organized markets.

One big challenge that affected Theme 3 was security, particularly restriction on movement, which led to a

reduction of official working time. The ban on motorbikes as a means of transportation in some parts of Adamawa State, and other areas, negatively affected the quality of facilitation and supervision of the role of CATs.

Uganda

In Uganda, positive strides have been made towards achieving targets stated in the strategic plan using five models. The extra core projects such as aBi-Trust and K+S have enhanced results. Multi-information planning meetings (16) have been held as starting points towards implementation and capacity of 53 service providers. These have strengthened the delivery of activities. A market survey report update showed that 25 big buyers – Savanna, Watcha and Sons, Uganda breweries and 60 local operations, procured produce totalling 3,730mt from the One Stop Centres (OSCA) and small FBOs numbering 504. To improve delivery of activities, 28 courses were delivered – finance management, input handling, record keeping, leadership, negotiation and marketing that have resulted in 31 VSLAs each saving on average about \$2,800. They have operated eight business plans with 14 value chains. Due to the positive results realized from five models, some NGOs like Feed the Future, banks such as Opportunity and big traders like Savannah Commodities are adapting and using the CATs models. Institutions, too, like Makerere University, are carrying out more studies on the model. The positive results have facilitated leverage of \$37,650 from companies including Victoria Seeds, NASECO, and Opportunity Bank in the form of inputs and training. Most one stop centres (OSCAs), which had almost closed down, are now geared towards diversification; notably Lira, Ziobwe, Mahyoro, Buikwe and Bugiri.

There has been improvement in access to input supply to farmers; input companies are using CATs and village agents to reach out to farmers and ensure that there is timely delivery of inputs. A total of 2,922,223 MT of grain and pulses worth \$842,949 were contractually produced and sold by 504 FBOs.

Generally, Theme 3 performed well in 2013, for most of the logframe based targets the project made favourable progress towards achieving the set targets. The achievements (some of which are as high as 89 percent-100 percent of logframe based targets) have been made possible by a higher degree of inter-theme collaboration mainly at the country level, closer monitoring of field work with farmers and other partners and the intensification of the CATs and input/output shops closer to the farmers. Also a mention has to be made of the new management decentralized structure of Theme 3. The country Theme 3 leaders are getting better at overseeing the work of the Theme 3 teams in the countries.

*Prepared by Emmanuel Kayaayo
Deputy Country Director, Uganda*

SAFE/THEME 4

SASAKAWA AFRICA FUND FOR EXTENSION EDUCATION

Perhaps the outstanding event in 2013 was the celebration of 20 years of the SAFE project – sometimes referred to as Sasakawa’s outstanding contribution to capacity building. The guiding philosophy behind SAFE can be described as African tertiary educational institutions offering responsive educational opportunities in support of agriculture and rural development.

Ethiopia

Launching of new programs

Wollo University and Jimma University launched the mid-career program using their own resources. Arba Minch University is making preparations to start the program as well. In this regard, Ethiopia is giving a very positive and encouraging example by using local resources.

There are now seven universities in the SAFE network in Ethiopia– Arba Minch, Bahir Dar, Haramaya, Hawassa, Jimma, Mekelle and Wollo. A launching workshop was held at Wollo University on 5 June 2013 at which other universities were invited to share their experiences.

Given the large number of diploma holders in Ethiopia and the fact that there are now more than 30 universities, SAFE is considering a more strategic approach aimed at using its limited resources to leverage expansion of the programs to other universities. This will be done by facilitating the sharing of experiences between the universities and ensuring the availability of teaching/learning materials.

Stakeholders' workshop

A stakeholder workshop to share experiences was organized in Ethiopia on May 10, 2013 for Regional Agricultural Bureau Heads, Deans and Heads of Extension Departments from 13 universities and four agricultural training colleges. The regional bureau heads presented reports on their efforts and plans for upgrading the development agents (DAs); and, their expectations from universities. Deans presented reports on how they had been responding to employers’ needs; and, their expected nature of partnerships with employers in the training of mid-career extension professionals. The second objective of the workshop was to persuade more universities to buy into the mid-career program, using their own resources.

SEPs Training Workshop

A two-day SEPs (Supervised Enterprise Projects) training workshop was conducted on 18-20 February 2013 for 22 staff from the seven universities in Ethiopia. This will go far in ensuring that delivery of the SEPs courses is the same for the seven universities.

Value chain training

A trainer recommended by Winrock International conducted training for 24 staff of the seven universities



The former President of Benin and SAA/SAFE board member, Nicéphore Soglo, presents Professor S.K. Adjepong with a certificate in recognition of his outstanding contribution to the SAFE program, which he helped to found at the University of Cape Coast in 1993. Executive Director Masaaki Miyamoto (centre)

(Ethiopia) on 11-15 March 2013. The trainer made the following key points:

In considering the entire value chain, farmers have better control over what happens on the farm. Therefore, the more we can help them do what needs to be done on the farm, the more they will be able to benefit from the value chain.

1. The need for cost-benefit analysis was also emphasized and the trainer gave examples of ‘spin reporting’ by NGOs and university students where the reports give impressions of wonderful work being done with farmers but with no evidence of tangible benefits to them.
2. Farmers will need to mechanize. The need for this is not difficult to see in a country where farmers still thrash their crops by driving through them. Grain recovery is bound to be low and of low quality when mixed with soil, dung and urine.

Module writing

Except for one course, which is still in initial draft form because of confusion between authors, we now have full draft instructional materials for all the courses taught in the mid-career program in Ethiopia. We have had them copied on CD-Rom and distributed to 13 universities and four agricultural colleges.

BMGF

SAFE continued its involvement in the BMGF Ethiopia project. The main task during the year was the supervision and technical support to the Woreda Extension Resource Centres (WERCs). In-service training on website utilization and basic computer maintenance courses was conducted at ATVETs for 45 SMSs and 65 DAs.



Nigeria

The security problem in Nigeria has contributed to the decrease of intake at Adamawa State University. Admission in this University has decreased by 40 percent during the academic year.

An external evaluation of the program was conducted at Ahmadu Bello University (ABU) and Bayero University (BUK). The findings showed that the program has been successful at both universities. The program has been well patronized by trainees, governments of the participating states and other agricultural extension service providers.

The major observation was that SAFE has indeed become an established institution and mechanism for ameliorating the poor staff competence and low performance of agricultural extension delivery service in Nigeria. The utility and impact of the project has been highly acclaimed and appropriately endorsed by end users of its products.

Communities where the SEPs have been implemented have benefitted immensely through improved production and better enterprise development, poverty reduction, higher income and improved livelihoods.

Uganda

The distance education program was launched at Makerere University in September 2012. Fifty-four candidates were admitted. A departmental seminar was organized in May to explore ways of accommodating high school leaver candidates in the program. The major outcome of the meeting was to develop a two-track program – one for mid-career professionals and another one for high school graduates.



Ruth Oniang'o presents *'Setting the Grassroots on Fire'*, the history of Sasakawa in Ghana, during the 20th Anniversary celebrations in Accra, Ghana, to PV Obeng, the Special Adviser to the President of Ghana, who recently passed away

Strengthening Farmer Based Organization (FBOs)

FBO launching workshops were held in all SAA focus countries in 2013. The workshops were attended by public and private sector representatives. In addition, national stakeholder consultative workshops were organized to discuss constraints, challenges and the way forward in the implementation of the project. The workshops identified more than 15 commodity value chains and proposed options of interventions for developing viable farmer organizations.

Based on identified training needs, organizational training modules were developed on business plan development, organizational management, business enterprise management and the value chain. These modules were used to train FBO leaders and subject matter specialists.

During the year, experiential learning visits were organized for FBO leaders to broaden their understanding of the economic benefits of value chain commodity interventions.

Two Multi-Actors Value Chain Platforms (MAVCP) were also established in Segou region of Mali with partners who are engaged in the cowpea value chain. Nigeria has established six Multi-Actors Value Chain Platforms dealing with selected commodities (Maize, sesame, soybean and rice). All participants in those value chain commodities are represented in the platforms.

Uganda conducted the identification and verification of FBOs in 10 districts. It is worth noting that farmer groups in Uganda are at different levels thus have to be handled differently. One hundred FBOs were identified and selected from 10 one stop centre associations. Mali has developed a directory of 117 FBOs, Nigeria and Ethiopia 75 and 118 respectively.

Regional activities

A regional networking workshop for East Africa was held in Morogoro (Tanzania) from 14 to 16 August 2013. The theme of the workshop was "Consolidating the agricultural value chain orientation of the BSc program for mid-career extension professionals".

The challenges faced by smallholder farmers in their bid to enter the cash economy are huge. They need strong support from properly trained agricultural extension professionals with appropriate and relevant knowledge and skills to drive the agricultural modernization process. Currently, smallholder farmers are not benefitting to the full because of lack of value-addition to their agricultural produce. This is partly because extension services focus on improving production and productivity and abandon farmers at harvesting time. Extension services are structured for this production focus.

SAFE/THEME 4

SASAKAWA AFRICA FUND FOR EXTENSION EDUCATION

The workshop provided a platform for both employers and universities to review their progress towards value chain oriented curricula. The specific objectives of the workshop were the following.

For employers to:

- Share their experiences with extension staff development for value chain-oriented extension; and,
- Present their expectations from universities regarding their extension staff development needs.

And for universities to:

- Share their experiences with the mid-career program; and,
- Present updates on progress towards implementing the value chain-oriented curricula.

A consultative workshop on the development of training manuals and the semi-distance learning mode was conducted for Francophone countries in Burkina Faso. Nine agricultural extension manuals License level (BSc) training were reviewed and discussed.

An exchange visit to the University of Cape Coast (UCC), Ghana, was organized for Vice Chancellors, Deans and Heads of Departments from Ethiopia and Nigeria. The visit was considered timely and useful by the participants. They

SAFE Student Statistics, as of March 2014

Mid-career BSc and Diploma Courses	Graduated	Current	Total
University of Cape Coast, Ghana (B.Sc.)	476	25	501
Kawadaso Agric. College, Ghana (Diploma)	534	23	557
Haramaya, Ethiopia (B.Sc.)	427	80	507
Hawasa, Ethiopia (B.Sc.)	154	51	205
Makerere, Uganda (B.Sc.)	188	205	393
Sokoine, Tanzania (B.Sc.)	717	309	1026
IPR/IFRA, Mali (Maîtrise)	177	27	204
Samanko Centre, Mali (Diploma)	101	26	127
Ahmadu Bello, Nigeria (B.Sc.)	137	13	150
Bayero University, Nigeria (B.Sc.)	103	52	155
Abomey-Calavi, Benin (B.Sc.)	111	46	157
Bobo-Dioulasso, Burkina Faso (B.Sc.)	69	51	120
Lilongwe University, Malawi (B.Sc.)	62	13	75
Bahir Dar University, Ethiopia (B.Sc.)	0	32	32
Adamawa State University, Nigeria (BSc)	0	24	24
Illorin University, Nigeria (B.Sc)	0	15	15
Mekele University, Ethiopia (B.Sc.)	0	79	79
Wollo University, Ethiopia (B.Sc.)	0	29	29
Jimma University, Ethiopia (B.Sc.)	0	0	0
Sub-total	3,256	1,100	4,356
SCHOLARSHIPS	Graduated	Current	Total
Diploma	6	0	6
B.Sc.	32	0	32
M.Sc.	59	2	61
PhD	5	6	11
Sub-total	102	8	110
Grand Total	3,358	1,108	4,466



Mid-career student at Hawassa University discussing her Supervised Enterprise Project (SEP – working on an apple project)

learned about the key factors of the success of SAFE. All agreed that there should be a strong collaboration between the various universities.

The 20th Anniversary of SAFE was celebrated in Ghana in November 6-7, 2013 under the theme “Twenty Years of Extension Education in Africa: The SAFE way”. The opening of the event was held at the International Conference Center in Accra where the book on the history of Sasakawa programs in Ghana was launched. The opening was followed by a symposium held at UCC where SAFE was born. The symposium covered the following themes:

1. Curriculum Development – the value chain challenges;
2. Gender – breaking down the barriers for extension;
3. Extension – the changing role of the private sector and the donor community; and
4. Facing up to the challenges of training mid-career extension staff.

Participants also visited selected SEPs.

There are several challenges faced by the SAFE initiative. A major issue is the inadequate support by the employers to the SEPs which are so important for students. There is a need to proactively re-engage the employers, especially the Ministries of Agriculture, to give due attention to the financial support and logistics of the SEPs.

SAFE has started the development of new modules with emphasis on value chain. Due to limited time for faculty members to devote to manual development, the completion of modules are delayed at some of the participating institutions.

The Nippon Foundation is the sole funding organization to the SAFE initiative so far. It is imperative to bring on board other donors but the exercise is problematical. Donors do not seem to give a priority to training in agricultural extension.

The annual SAFE retreat was held in Hawassa (Ethiopia) from June 25th to June 26th, 2013.

THEME 5

MONITORING, EVALUATION, LEARNING AND SHARING (MELS)

Theme Director:
Justine Wangila



The MELS Theme aims to strengthen SAA's evidence-based programs in Ethiopia, Mali, Nigeria and Uganda.

Capacity building

Capacity development is critical; it is centered on the relevant software acquisition and training of staff and partners. In Ethiopia, there is a web-based implementation monitoring system (WIMS) and plans are underway to scale-out to Mali, Nigeria and Uganda. Partnerships are in place with the relevant arms (M&E) of Ministries of Agriculture, NGOs and international organizations. The Data Centre in Ethiopia is home to information resources, WIMS and is linked to Woreda Extension Resource Centres (WERCs). MELS has a revised and more-focused Logframe that is compliant with the SAA Strategic Plan (2012-16). We facilitated the revision of Postharvest and Agroprocessing (PHAP) and Public Private Partnerships and Market Access (PPP&MA) Themes' Logframes. MELS Theme backstopped the SAFE Farmer-based Organizations (FBOs) Project and trained SAA and partners' staff on Result-based Monitoring and Evaluation (RBME) and report writing. These efforts increased capacity of the Theme and ownership of MELS within SAA and among partners.

Needs of Clients

In Ethiopia, assessments were for the Strengthening Agricultural Extension Delivery in Ethiopia (SAEDE) and Tigray-based Promoting Crop Diversification and Advanced Technologies (PCDAT) Projects. It was found that most farmers use traditional farming practices. Line-planting is on the rise but constrained by labour and time requirements. Demand was high for different improved crop and livestock technologies and practices. Slow harvesting, storage and postharvest losses were significant challenges. In Nigeria, over 85 percent of farmers sampled



MELS Thematic Coordinator seeks feedback from farmers in Yar-Kunama in Jigawa State, Nigeria

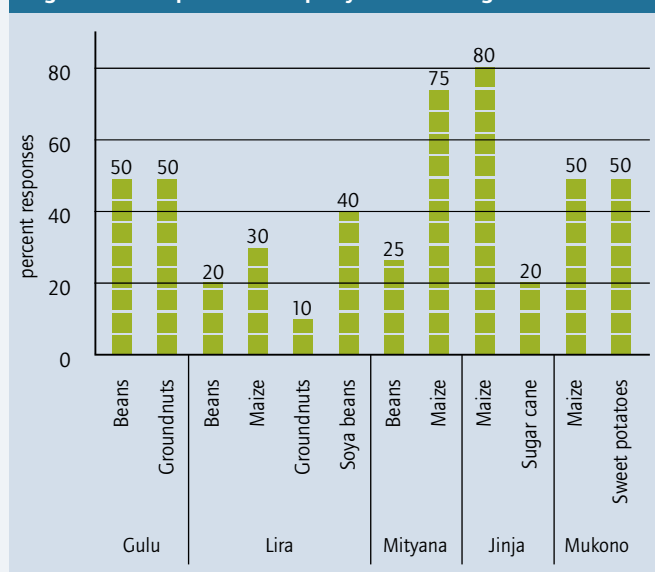
needed training on fertilizers, line-planting, storage and value addition. In Uganda, preferred crops were maize, beans, soybeans and groundnuts with different preferences across districts.

Postharvest handling was still traditional. Inputs were sourced mostly from local shopkeepers (60.2 percent¹), an average distance of 15.7 km away in Apac and Dokolo (Uganda). Collective marketing was minimal (0.2 percent).

Baselines

In Ethiopia, Surveys were for the SAEDE and PCDAT Projects. Local crop varieties were planted by 75 percent of the sampled farmers and average productivity of major cereals was 2.0 mt/ha. Limited access to inputs and credit and shortage of labour in female-headed households hindered the use of technologies. For the AGRA-funded Postharvest and Market Access (MAP) Project in Mali, farmers mainly dried produce in their fields (60 percent) and stored in traditional granaries (73.7 percent). There was a lack of agroprocessing equipment (58 percent) and collective marketing was minimal (eight percent). In Nigeria, surveys were for irrigation-agriculture in Jigawa and SAFE FBOs' Project. In Uganda, the surveys were for Nippon Foundation and K+S activities. Beans (36 percent), maize (35 percent) and cassava (eight percent) were the main crops on 0.3 to 0.7 ha. Prior access to extension was significant (Figure 2). Fertilizer use (48.1 percent) was high. Produce was dried on the ground (60 percent) and stored indoors in gunny bags (80 percent). Few households (17.2 percent) had bank accounts: 22.5 percent and 11.8 percent of households saved money with financial institutions in Apac and Dokolo respectively. Inputs were mainly from local shops (55.4 percent).

Figure 1: Most preferred crops by district in Uganda

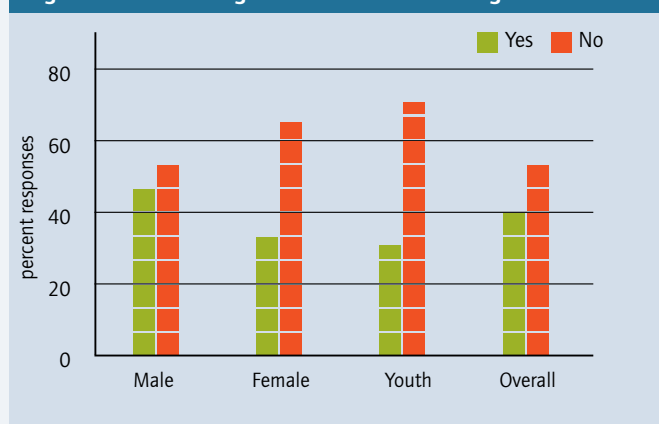


¹ = percent of responses

THEME 5

MONITORING, EVALUATION, LEARNING AND SHARING (MELS)

Figure 2: Access to Agricultural Extension in Uganda



Monitoring

In Ethiopia, the understanding of farmer learning platforms (FLPs) by extension staff and the quality of demonstrations improved significantly. Rice, green grams (also known as mung bean) and soybeans were introduced in Tigray Region. Rice performed well (3.3 mt/ha). Linkage of producers to traders in Fogera Woreda increased paddy rice prices – US\$ 220/mt in 2011 to US\$ 250/mt in the first quarter of 2013. Multi-crop threshers performed extremely well and demand increased in southern Ethiopia. In the JICA-funded Women Enterprise Project (WEP), a co-operative member earned, on average, US\$ 282 in a year. The self-financing of FTCs varied; Burdana Dembor generated US\$ 4,900 from potato and barley production but Dire Jobo FTC made a loss of US\$ 560 due to poor management. Repayment of the Loan Guarantee Fund was only 38 percent. Woreda Extension Resource Centers (WERCs) and Digital Green were affected by a high turnover of trained extension staff and poor internet. Under the WFP-P4P Project, quality of crop demonstrations was better and farmers grew improved maize varieties.

In Mali, farmers learned new technologies - fertilizers, improved seeds and micro-dosing. Most village development committees performed dismally. In Nigeria, improved technologies increased crop yields by 40-80 percent. The cost of machines, break-downs and unreliable maintenance/repair services were a problem. Access to credit was a challenge due to stringent bank requirements. In Uganda, tarpaulins use and collective marketing increased. The aBi Trust Project supported farmers with training and access to improved seeds and fertilizers hence better quality produce and profitable markets at average prices of US\$ 0.32/kg and US\$ 0.42/kg for maize and soybean. The Commodity Association Trainers (CATs) supported farmers with credit and marketing.

Evaluation

Final evaluation of the JICA-funded Women Enterprise Project (WEP) and mid-term evaluations of the SAEDE Project were done in Ethiopia, as was the mid-term evaluation of the AGRA MAP Project in Mali. These reports have yet to be released by BMGF and AGRA. For the WEP Project, there was a significant change in performance of the women cooperatives – an encouraging 145 percent increase in capital and improved processing, management and, consequently, increased incomes.

Impact assessment and in depth studies

In Ethiopia, nearly all tef-growers in Shashemene, Arsi-Negel and Siraro Woredas used multi-crop threshers; 15 percent more land was brought into tef because of improved threshing, quality and price benefits. SG 2000 - Ethiopia's success with tef line-planting include increased the area under cultivation by an average of 2,464.5 ha/year; double yields and reduced seed rates of 3-5 kg/ha. Under WFP-P4P Project, training and equipment reduced postharvest losses by about 60 percent and saved time and labour. In Nigeria, the Fodder Project led to improved access to extension, better knowledge, improved productivity, greater areas under irrigation, income diversification, a decrease in pest attacks and empowerment. The private sector's commercial orientation, pursuit of profits and cost-recovery limits support for extension. The FBOs have the potential to develop, but are resource-poor and need greater capacity. In Uganda, trainers of trainers (TOTs) gained PHAP knowledge and skills and transferred the knowledge to farmers. As a result, 32 percent of farmers and 40 percent of women agroprocessing groups acquired assets such as chairs, goats, livestock, land and permanent houses – and paid school fees and medical bills. Trained fabricators produced at least two better quality machines and 50 percent have sold at least one.

Learning and Sharing

The MELS Theme shares all findings and results within SAA and SG 2000 programs, verbally and through reports. Two publications, Technical/Policy Briefs and Best Practices, are in place to ease communication. MELS staffs attended international training sessions on RBME in Uganda, Kenya and The Netherlands. The MELS Theme continues to work to make SAA an evidence-based organization, in-line with the SAA Strategic Plan (2012-16).

All MELS Theme reports and documents are available on the MELS Site on SAA MIS Space (<https://sites.google.com/a/saa-safe.org/mis/theme-5>).

ETHIOPIA

Country Report

Country Director:
Dr Aberra Debelo



SAA/SG 2000 implemented projects in 60 woredas (districts) of ten regional states, covering over 310 sub-districts, or kebeles of Ethiopia. Each kebele is represented by a Farmer Training Centre (FTC). In each FTC, three development agents (DAs) – one each for crops, livestock and natural resource – are assigned to assist farmers to adopt improved agricultural technologies.

Crop Productivity Enhancement (CPE)

CPE established 800 Technology Option Plots (TOP), 2,383 Women Assisted Demonstrations (WAD), 227 Community Variety Plots (CVP), 212 seed priming demonstration plots and 216 plots of Quality Protein Maize (QPM). Training, focusing on pre-season, mid-season and end-season, on improved crop management practices, animal fattening and bee keeping was provided to a total of 39,642 persons - out of which 95 percent were farmers and five per cent were DAs, Subject Matter Specialists (SMSs) and woreda officials. To improve technology access and the food security situation of poor farmers, women and youth, 246 small ruminants and 230 beehives were provided to five groups comprising 197 women. Training was provided to all members of the groups in the areas of improved feeds and feeding, disease management, shed construction, sanitation and hygiene of the animals, and beekeeping. To enhance technology dissemination, farmers' field days were organized at woreda and FTC level with a total participation of 143,544.

Postharvest & Agroprocessing (PHAP)

PHAP has established or strengthened 66 Postharvest Extension Learning Platforms (PHELPS) on FTCs. The PHELPS are equipped with technology such as multi-crop threshers, maize shellers, grain cleaners, and storage structures. Training of trainers was provided to 389 extension staff and lead farmers on postharvest handling, storage management and food processing. More than 13,135 farmers were trained by the extension staff and 135 demonstrations were conducted for over 33,360 farmers. Out of the demonstrated technologies the Bako-model maize sheller, with a capacity of 3.5 to 4 tons/hour, was adopted by service providers. In 2013, 21 service providers purchased the machine, giving shelling and threshing services to farming communities. One of the service providers reported an income of US\$5,000 in two months from giving maize shelling services.

The PHAP team also established and strengthened 25 agroprocessing enterprises, benefiting over 3,400 members of a rural women agroprocessing group. Female members have learned agroprocessing, nutrition and basic business skills. The agroprocessing centres created market opportunities for the surrounding community by purchasing perishable raw materials such as potato, using milling and rice polishing services, and selling



Women agroprocessing group producing tomato paste

better quality food products to communities. Based on the impacts of SAA agroprocessing enterprises, an MoU was signed with Ethiopian Agricultural Transformation Agency to scale up agroprocessing centres in four regional states.

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

The entry point for agricultural development activities in Ethiopia is the FTC, which represents an average of 1,000 farm families. Each FTC is managed by a Management Committee (FTC-MC) composed of the three DAs, farmers, women and youth representatives. To alleviate operational budget shortages within FTCs, a Loan Guarantee Scheme (LGS) was developed for FTCs to access credit through an agreement signed between micro-finance institutions (MFI), FTC-MCs and SAA/SG 2000. FTCs borrow money from MFIs to implement one of the enterprises identified in their respective areas and generate revenue to be used for the operational budget. Since the implementation of this pilot project, about US\$600,000 has been dispersed to be used as a revolving fund. In 2013 alone, 63 FTCs benefitted from the LGS. Within two seasons a number of FTCs that have embarked on enterprises such as animal fattening and honey production have paid back their loan. As a result of this pilot project, the Ministry of Agriculture (MoA) and regional state bureaus of agriculture are allocating their budget for revenue generation by FTCs.

In an effort to link farmers to markets, a total of 7,274 farmers were organized into 48 Commodity Associations (CA) and supplied 800 mt of varied commodities to wholesalers and consumers' cooperatives.

Human Resource Development and Information Technology

In addition to training DAs, SMSs and farmers, this theme has established and strengthened a number of Woreda Extension Resource Centres (WERC), equipped with computers and broadband internet connectivity. The woreda-specific websites create space for the respective



Butter production by Jittu Milk Processing Cooperative in Debre Libanos, Oromia Region

Animal fattening for revenue generation at a Farmer Training Centre



woredas to upload their achievements, challenges and best practices. So far, 20 WERCs have been established, allowing DAs and SMS to access up-to-date information. The Woreda Resource Centre Database System Software (WRCDS) is also deployed in three woredas to serve as a data repository.

We also demonstrated IT for enhancing extension service delivery through the Digital Green-India model, an instant medium for transmitting information directly to specific groups through digital video. The process includes content identification, video production, editing, and diffusion. SAA, in collaboration with MoA, Oxfam America and DG-India, started a pilot project and implemented the model in three woredas.

Monitoring, Evaluation, Learning and Sharing (MELS)

SG 2000 Ethiopia continued to institutionalize needs assessments, baselines, monitoring and evaluations, impact assessments, and learning and sharing. In 2013, MELS finalized three evaluations; targeting the SAA crop extension approach; the Women Empowerment Project; and internal mid-term evaluation of the “Strengthening Agricultural Extension Delivery in Ethiopia” project. Seven outcome monitoring reports, six technical briefs and three in-depth study reports were produced and shared with all SAA themes and management. In addition, the theme developed a web-based implementation monitoring system, producing a synthesis of 40 needs assessment and two baseline reports.

SG 2000 – donor relations

The smooth relationship with donors (BMGF, JICA, CIMMYT-CIDA, WFP-P4P, ATA and Digital Green Trust-

India), that started in 2010, has continued throughout 2013. A high level delegation, including US senators, led by Mrs. Melinda Gates visited project intervention sites in August. One of the projects supported by JICA was completed on 30th September, to the satisfaction of the donor and host country. The three year, two-phase project being implemented with WFP-P4P will end in June 2014. In all projects, regular reports are being made to the donor according to project plans and the feedback received from donors is encouraging.

Progress towards achieving SAA strategic objectives

SAA/SG 2000 has set strategic targets for 2012-2016 to be achieved by the five themes organized along the value-chain. The last two years’ implementation was presented to SAA Board of Directors and was found to be on track towards achieving the set strategic targets. To create synergy among the themes, each theme identifies areas of collaboration with other themes to be included in the annual plan.

In 2013, eight staff members came onboard to support our new projects. The country technical staff is backed by the Thematic Directors, based at SAA’s regional office.

MALI

Country Report

Country Director:
Dr Abou Berthe



After 18 months of challenging political transition, Mali held its presidential and parliamentary elections in 2013. Despite some progress made prior to the crisis, the country is not expected to achieve the Millennium Development Goals (MDGs) for halving the proportion of the population whose income is under \$1.25 a day (MDG 1A) or halving the proportion of the population suffering from hunger (MDG 1C). The MDGs for environmental sustainability, child mortality, maternal health and HIV/AIDS will be met. Mali ranks 38 out of 78 countries in the Global Hunger Index (GHI) and has seen its score fall from 27.4 – registered as alarming – in 1990 to 14.8 – serious – in 2013. The 2012 conflict in the northern part of Mali contributed to the deterioration of the food situation and 3.3 million people are at risk of food insecurity. Around 800,000 people from 166 communes in northern Mali are in a critical food security situation and will need food assistance.

SG 2000 Mali aims to contribute to viable livelihoods for family farmers through improved food security and income from sustainable agriculture, with a particular focus on value chain development through the National Agricultural Research and Extension System (NARES). During 2013, SG 2000 operated in 80 villages from 50 communes, 11 circles and four regions. Value chain development is a complex process in which relationships, dynamics and mechanisms cannot be fully understood. Different actors (value chain actors, influencers and supporters) and factors (government policies, environmental aspects, market dynamics and national trends) are at play and influence the value chain. Achieving the goals of the SAA Strategic Plan 2012-16, including food security and the income of family farms, requires a comprehensive approach to agricultural development support.

In line with the vision, mission and strategic objectives of the Strategic Plan, the related management approach



Women involved in value chain development in Mali

involves: guiding the implementation of the program to achieve goals and adjusting the strategy when needed; ensuring effective operations by managing the day-to-day coordination of financial, physical and human resources; creating a learning environment through establishing relationships that will build trust, stimulate critical questioning and innovation and gain commitment and ownership; and mobilising resources.

Guiding the strategy of implementation

Based on the SAA 2012-2016 Strategic Plan, thematic log frames, concepts and procedures, and annual work plans, the country program involved implementing the matrix structure and specifically interacting with thematic directors, the financial manager, the human resource and asset manager, and the managing director. The annual partners' meeting brought together stakeholders and actors to review results and validate work plans.

Strategic guidance on the implementation of the program was provided through monthly staff meetings for team review of the implementation status of the annual work plan. A workshop was held to share lessons from collaborative projects, including the Dutch Embassy's emergency crop support project which ended in March 2013. This meeting allowed the project stakeholders, including Farmer Based Organizations (FBOs), to take stock of project achievements. The AGRA Market Access Year Two results review and Year Three planning workshop was held on March 10-13, 2013. SG 2000 Mali attended the consultation workshop for the integration of NGOs into the activities of the West and Central African Council for Agricultural Research and Development (CORAF/WECARD), held from 16-17 September 2013 in Dakar, Senegal. This workshop helped to establish a network of NGO partners with CORAF/WECARD to develop and support innovations for the sustainable well being of family farms in Africa.

Ensuring effective operations

Plans and Reports detailing activities and budget use are submitted to the management each quarter and semester. Financial operations, human resource management and thematic work plan implementation are based on related manuals as well as the thematic concepts and procedures manuals. SG 2000 Mali fosters a team approach for the use of financial, physical and human resources to ensure that the outputs are achieved. Team meetings are organized regularly to guide planning, budgeting, implementation and reporting. These activities are in line with the work plan, the approved budget, the concepts and procedures, and the financial, human and asset manual of SAA. Ensuring effective operations also involved continuous interaction between Theme and Country Directors and the maintenance of SG 2000 Mali assets, such as vehicles and office equipment.



Villagers in Sélingué, south-west Mali, after a progress meeting with Sasakawa

Creating a learning environment

Stimulating learning among SG 2000 agricultural support program partners and stakeholders is one of the main features of management activities. Meetings were organized for sharing and learning from evidence-based success stories as well as the challenges facing the successful implementation of the program. Sharing and learning also derived from the collaborative projects implemented, supported by The Nippon Foundation, AGRA and the Dutch Embassy in Mali. Ad hoc meetings are organized to promote inter theme collaboration and the sharing of ideas to promote team spirit.

Mobilizing resources for program implementation

SG 2000 benefited from the nine month collaborative “Crop Production Support Emergency Project”, which strengthened the resilience capacity of vulnerable family farm households impacted by the 2011 drought and resulting food insecurity. An emerging area of concern is the need for new core projects.

Staff Management and recruitment

Dr. Keffing Sissoko began work as Deputy Country Director (DCD) for Mali on November 1st, 2013. An agro-economist by training, he has considerable experience in leading rural development projects. He adds to SAA’s technical strength in agricultural economics.

The Program Officer position for Theme 5 was vacant following the departure of Ms. Oumou Sissoko. As was the role of Theme 2 Program Officer after the sad passing of René Dembélé.

Postharvest and Trade Center Model for market access and learning	
Designation	Quantity
Postharvest and Trade Centers established	10
Collective marketing farmer-based organizations	230
Farmers involved in collective marketing	6,900
Secure credits for collective marketing	165,900
Amounts of cereal sold collectively (tons)	19,000
Total Income (\$US)	4,560,000
Premium price (\$US)	760,000

NIGERIA

Country Report

Country Director:
Dr Sani Miko



SAA operated in four Nigerian states - Adamawa, Gombe, Jigawa and Kano – and implemented our five Themes in line with the 2012-16 Strategic Plan. SAA operations improved agricultural productivity, enhanced food security, and increased the incomes of smallholder farmers in Nigeria. Operations in the four states have been supported with additional funding contributions, so far standing at \$1.09 million.

A Memorandum of Understanding was signed between SAA and the Federal Government of Nigeria (FGN) through the Federal Ministry of Agriculture & Rural Development (FMARD) which will expand SAA's activities to other states. SAA/SG 2000 program activities have yielded impressive results and several partnership opportunities are emerging. Strong and viable partnerships are being made with key funding organizations such as the Nigerian states, IITA, USAID-MARKETS II; BMGF funded N2Africa, AGRA and some input dealers.

Strategic Plan: implementation progress

SAA collaborates with research institutes such as the Institute for Agricultural Research, the National Cereals Research Institute, and the National Stored Produce Research Institute, in areas where SAA operates and this has increased the number of technological options at our disposal. Sixteen improved crop varieties were obtained from these institutes in the last three years in addition to best fertilizer application rates and methods, and agronomic best practices. Additional technological support was received from international institutes such as CIMMYT and IITA. SAA considers feedback on technology, from farmers to research, essential and this has been done through planning meetings, Research, Extension, Farmers and Inputs Linking System (REFILS) meetings and other informal meetings with research. In 2012 and 2013, SAA worked in 777 communities in its four states and conducted 471 TOPs, 1,410 WADs, 66 CVPs, 6886 PTP and 36 farmer field days under Nippon Foundation funded planned activities. Similarly, 9,301 and 60 demonstration plots under N2Africa and USAID-MARKETS II projects were established. Farmers' training is an essential activity and 64,228 farmers out of the 100,000 target, have received various training on agronomic practices, postproduction skills, agribusiness management and group dynamics. This was achieved with the training of 465 frontline extension agents and 1,200 farmer facilitators. Field demonstrations have yielded positive results and farmers have physically seen the difference between the various options and can make decision as to which option(s) is/are best suited to their economic conditions. The field days had impressed several non-participating farmers, who resolved to try the technologies on their own. The USAID/MARKETS II project, which SAA manages, has linked substantial

numbers of emerging commercial farmers to quality inputs sources, and farmers have produced quality produce for the market, which attracts premium prices.

Postharvest Handling and Agroprocessing

Postharvest handling and agroprocessing is a potential sector of the national economy that is a source of job creation, income generation and quality food supply and security. However, the major challenge is ensuring that key actors in the various commodity value chains are involved in producing high quality and high standard value-added products that are competitive and thus could meet market requirements and standards. SAA Nigeria overcomes this challenge through training of stakeholders and ensuring that simple, affordable, and efficient technologies are made readily available to the end users. SAA also backstops fabricators and technicians with skills and new ideas on machine development and maintenance, thereby optimizing farmers' postharvest activities that raise their incomes and livelihoods. SAA has promoted proven practices and technologies that have increased the quality of produce through skills development training and promoting off-farm agro-processing enterprises, through the introduction of service providers in three states. A number of threshers, seed cleaners, cassava graters and oil extraction machines, as well as rice mills, were provided to promising entrepreneurs on cost recovery arrangements. These service providers were trained on business management, machine operation, and maintenance, and



Testing of brush cutter on a rice farm in Jigawa State

NIGERIA

Country Report

are linked to sources of spare parts; after which they provide services for a fee. SAA also source and disseminate storage technologies to farmers as alternatives to the traditional methods, which are inefficient. Hermetic Storage technologies were demonstrated in 17 locations across Adamawa, Gombe, and Jigawa States. A total of 385 farmers and 16 extension agents were involved in the demonstrations.

Developing partnerships

Partnerships are established to support further the attainment of SAA strategic objectives. Most of the partnerships are either for the introduction of proven productivity enhancing technologies or for extending extension advisory services to farmers. These partnerships have hastened the attainment of the strategic plan targets of the SAA (2012-2016) by availing more resources for program implementation, which enabled more farmers to be reached, quickly. Some partnerships are made with public institutions, in order to offer support to smallholders for access to improved inputs and services. On the other hand, partnerships with the private sector are initiated usually by SAA through a deliberate drive to actualize the need for additional funding support for farmer training and technology demonstrations, and access to assured sources of input/output markets for the smallholder farmer. Another category of SAA partnerships are with some development agencies and donor projects. Partnerships with donor or development agencies are developed when SAA is approached for collaboration to



Maize WAD plot in Sabon Layi, Gombe State



Maize Women Assisted Demonstration (WAD) plot in Adamawa State

implement a mutually supportive intervention, which would be fully paid by the sponsoring or collaborating agency. Some projects in this category include partnerships with FGN/FMARD and USAID/MARKETS II Project.

Monitoring, Evaluation, Learning, and Sharing

Nineteen training activities were conducted for both in house staff and our project partners in order to support institutionalization of theme activities. In addition three baseline surveys and six needs assessments were carried out prior to the initiation of any physical field activity, and the reports are available on the SAA website. Two extensive evaluations were also carried out and the results validated to assess the impact of the ILRI/SG 2000 livestock fodder project and the extension approach being used for crop productivity enhancement interventions. To have a better understanding and map a way forward for other thematic activity areas, various studies were done for PHAP, PPP&MA, and the SAFE/FBO interventions, which enabled adoption of better strategies for intervention effectiveness. The theme has so far organized three experience sharing and learning workshops to ensure development effectiveness and resource use efficiency.

Conclusion

So far, we are right on target towards achieving our strategic objectives, even before the expiration of the targeted date.

UGANDA

Country Report

Country Director:
Dr Roselline Nyamutale



SG 2000 Uganda was awarded a Visionary Award from the Government of Uganda for supporting the agriculture sector to improve food security and incomes of smallholder farmers in Uganda. In July 2014, Uganda will host the centenary celebrations to commemorate the birth of Nobel Laureate Dr Norman Borlaug, one of the founders of SAA.

Uganda has made good progress towards implementing the SAA Strategic Plan; reaching 60,900 farmers to date. The program operates in 18 districts, in partnership with the Agribusiness Initiative Trust (aBi Trust) to promote farming as a business and the mainstreaming of gender into agriculture. Activities agreed under the three year partnership agreement between SAA and K+S KALI GmbH began in March in the Districts of Apac and Dokolo in the North. A mobile training centre has been introduced under this partnership to enable SG 2000 to reach farmers in remote areas.

Crop Productivity Enhancement

One of the anticipated strategic outcomes under theme one is to reach 100,000 farmers, 35 percent of whom will be women. Thirty-four extension agents (EAs) and 400 community based facilitators (CBFs) were trained as trainers of trainers (TOTs) who in turn trained farmers in appropriate agronomic practices and technologies. During the year, 42,332 farmers were reached directly and indirectly through training, field demonstrations, and field days; since 2012, SG 2000 has reached 60.9 percent of the farmers as set out in the Strategic Plan. A total of 400 technology option plots (TOPs) for maize, soya, rice and groundnuts were operated. Sixteen were at churches, 24 at schools, and eight managed by prison inmates who have pledged to turn to agriculture as a source of income once out of prison. Twelve hundred Women Assisted Demonstrations (WADS) and 72 Community Variety Plots (CVPs) were operated for newly released varieties of beans, maize, soya bean, rice and groundnuts. Seed companies like NASECO, Victoria Seeds, FICA, Pearl and Balton shared the cost of setting up CVPs. Training and demonstrations have resulted in adoptions by about 9,720 farmers. A total of 77 seed priming demos demonstrated practices to negate effects of climate.

Postharvest Handling and Agroprocessing (PHAP)

To promote the use of appropriate postharvest and storage technologies 408 EAs and CBFs, 64 Commodity Association Trainers (CATs) and village agents (VAs), and lead farmers were trained as TOTs, who, in turn, trained 4,910 farmers. Hands-on training for on-farm storage was conducted for 354 stakeholders. Storage management benefitted 160 CATs and VAs and 23 stores attendants. The hermetic storage technology has been appreciated by many farmers as it keeps grain for over four months without weevils and

mould or fungal infestation.

After technologies for drying, shelling, threshing, cleaning, storage and processing were demonstrated, 119 machines were acquired by farmers and service providers. This included 46 tricycle maize shellers, eight motorized maize shellers, one maize mill, two rice mills, three motorized groundnut shellers, one multigrain cleaner, eight multi-crop threshers, two platform scales, two moisture meters, and ten cassava chippers. Both individuals and farmer groups acquired machines for providing PHAP services. Farmers from Rwanda bought three multigrain cleaners after a visit to SAA Uganda. Twelve moisture meters and 12 collapsible driers were provided to the One Stop Centre Associations (OSCs) and traders to improve the quality of produce while 13 certified weight scales have ensured farmers are not cheated by traders who use un-calibrated scales. Farmers with good quality maize fetched a farm gate price of 0.3\$/kg; compared to poor quality maize bought for 0.2\$/kg.

Women agroprocessing groups in five districts were trained in business management, marketing, and business planning. In a period of six months, the Buikwe group chipped and dried three tons of cassava and generated an income of US\$900. The Oryem Chan Widows Association in Lira chipped 15 mt of dry cassava valued at US\$ 3,900, while Murambi Rice farmers in Ntungamo District, under the National Agricultural Advisory Services (NAADs), acquired a rice polisher and provides milling services to 55 rice farmers.



Demonstrating maize shelling

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

Priorities included exploring opportunities for the private sector to invest in smallholder farmers, facilitating the establishment of market led agro-enterprises and strengthening FBOs for economic empowerment.

An inventory of resource persons, organizations and credible business development service providers was established and included seven private seed companies, 37 input dealers, four banks, and 20 buyers, traders and processors. MOUs were signed with seven companies.

Training was provided for 90 stockists, including eight CATs, on input handling and business management. Fifty-seven stockist shops were opened at grassroots level. Four OSCAs are fully operational to identify potential buyers. The farmer-village agent-trader model has improved and formalised the farmer-trader-middleman relationship, removing the perception that middlemen are cheats. Through this model, linkages have been established with input companies, finance institutions and traders. The CATs are currently linking farmers to markets, credit, inputs and services. Commission generated by VAs and CATs motivates them to build linkages with more farmers. The farmers are also motivated as they receive cash from CATs/VAs for their produce. Grain and pulses worth \$842,949 were sold by 504 FBOs to six major buyers and 181 local traders, while 54.8 mt of seed, worth \$21,000, was produced under the seed growers schemes. The CATs bought inputs worth \$30,840 from East African Breweries and, in turn, sold 127 mt of sorghum to Uganda breweries. SG 2000 uses Agri-net to provide market information to farmers through CATs and CBFs using Short Message Services (SMS), while GrainPro INC contributes information and demonstrations on postharvest handling equipment.

To enhance women’s participation, 45 women groups were trained in enterprise selection, business management and saving schemes. Youth participation in agricultural activities, has improved in areas of service provision, particularly spraying services (herbicides and insecticides), sale of inputs and produce buying. The youth at four of the OSCAs generated profits worth \$3,892.

SG 2000 partnered with numerous organizations to provide services. Dynapharm, Pearl seeds, Victoria seeds and NASECO provided inputs worth US\$ 15,310 for farmer demonstrations in six districts. The National Agricultural Research Organisation (NARO) and Integrated Seed Sector Development provided rice seed production training; KUKUSAT implemented poultry management training; VECO trained farmers in groundnut value chain development; and UDET trained farmers on financial management, savings and loan schemes.

Training on village savings and loan management was given to 150 groups. Over half of the members were female, 312 opened bank accounts and 127 accessed loans especially to buy inputs.

Chemonics, a USAID consulting firm on the Feed the Future program, is upscaling the SG 2000 model and PhD students at Makerere University initiated a study on the model. Results will be shared with SG 2000 Uganda.

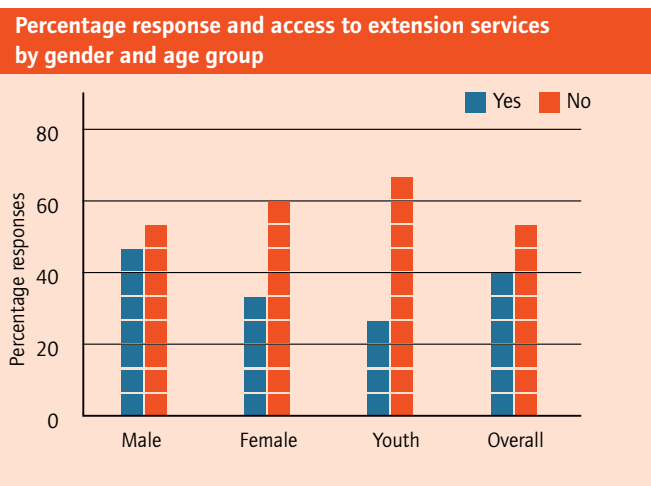
Monitoring, Evaluation, Learning and Sharing

The needs of beneficiaries in the new intervention areas were assessed in 20 sub-counties from seven districts. Benchmark data was collected from the same areas. Results in Dokolo and Apac Districts indicated that 100 percent of farmers use traditional postharvest handling techniques, such as hand picking, drying on bare ground and winnowing. The average distance from farm to inputs was 17km. Baseline results revealed that over 80 percent of household heads earned their income from crop production, 76 percent from livestock and 19.4 percent from off-farm casual labor. Just 17.2 percent had bank accounts; 60.2 percent relied on ordinary local shopkeepers as main sources of crop inputs; 99.8 percent of the sample sold their produce individually; and only 31 percent of the total sample acknowledged receiving some extension advice.

Structured outcome monitoring revealed an increased use of improved seed and fertilizers, tarpaulins for drying, and improved collective marketing. A study showed that 95 percent of the TOTs in eight districts had extended the acquired knowledge and skills to farmers.

Staff

New staff came on board to join three of our thematic areas: two program officers for CPE; one for PHAP; and three for PPP&MA, including one under the Farmer Based Organizations (FBOs) project.



PUBLICATIONS



Annual Report 2011-2012



Nigeria newsletter 2013



SAFE newsletter 2013



Uganda newsletter 2014

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

FINANCIAL REPORT HIGHLIGHTS FOR SAA AND SAFE US dollars

2012 (reviewed) and 2013 (reviewed)

SAA	2012 (\$US)	2013 (\$US)
Approved budget	10,283,515	11,326,836
Actual spending	11,067,213	9,686,494
Actual receipt	13,284,914	10,875,522
Cash balance at the end of the year	11,858,224	10,887,252
Details of receipts		
NF grant	6,500,000	6,500,000
BMGF grant	2,100,362	1,980,574
JICA grant	486,178	391,725
K+S	0	626,730
Royal Dutch Embassy	2,055,287	165,269
Interest	4,519	7,701
Loan recovery	29,426	1,102
Other	417,753	75,392
Other grants	1,691,389	1,127,029
Details of expenditures		
SG 2000 Country Program		
Ethiopia	352,878	322,088
Mali	756,438	687,936
Nigeria	677,078	695,538
Uganda	1,046,512	840,516
Thematic Program		
Crop Productivity Enhancement	256,892	252,230
Postharvest and Agroprocessing	330,291	321,658
Public Private Partnership and Market Access	129,546	55,783
Monitoring, Evaluation, Learning and Sharing	197,968	194,670
Corporate Program		
Miscellaneous	29,425	0
JICA Partnership Program	532,554	440,506
BMGF Program	1,870,702	1,735,192
Mali/Uganda/Nigeria		1,260,539
Royal Dutch Embassy	1,834,481	386,264
K+S	0	571,370
Other (Ethiopia/Mali/Uganda/Nigeria)	926,951	1,372,436

SAFE	2012 (\$US)	2013 (\$US)
Approved budget	1,800,000	2,580,000
Actual spending	1,956,146	2,532,761
Actual receipt	1,800,632	2,196,448
Cash balance at the end of the year	508,154	171,841
Details of receipts		
NF grant	1,800,000	2,166,000
Other	632	30,448
Details of expenditures		
Administration	654,855	660,001
SAFE 20th Anniversary	0	314,105
University Program	242,953	176,926
Scholarship	117,057	146,335
Winrock	388,325	407,483
Other	552,956	827,911



The mobile training truck in Uganda

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