



REPORT
ON
THE NATIONAL AGRICULTURAL EXTENSION AND ADVISORY SERVICES
STAKEHOLDERS' CONFERENCE 23rd - 24th OCTOBER 2013

Held at

Hotel Africana - Kampala, Uganda



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ACRONYMS

AAS	Agricultural Advisory Services
AASPs	Agricultural Advisory Service Providers
AEAS	Agricultural Advisory and Extension Services
AES	Agricultural Extension System
AEZ	Agro-ecological zones
AFAAS	Africa Forum for Agricultural Advisory Services
AfriI	Africa Innovations Institute
ATAAS	Agricultural Technology and Agribusiness Advisory Services
ATM	Access To Market Model
B2B	Business to Business Model
CAADP	Comprehensive Africa Agriculture Development Programme
CABI	“A science-based development and information organization”
CARITAS	A Catholic relief development organization”
CBA	Commodity-based approach
CIKM	Community Information and Knowledge Management
CKW	Community Knowledge Worker
CSO	Civil Society Organisation
DLG	District Local Government
DLSP	District Livelihoods Support Programme
ED	Enterprise Development
EHC	Excel Hort Consult Ltd
FAAP	Framework for African Agricultural Productivity
FAO	Food and Agricultural Organization
FARA	Forum for Agricultural Research in Africa
FEW	Field Extension Workers
FFS	Farmer Field Schools
FG	Farmer Groups
FID	Farmer Institutional Development
FO	Farmers’ organization
FVR	Farmer Voice Radio
ICRAF	World Agro-forestry Centre
ICT	Information Communication Technology
IFAD	International Fund for Agricultural Development
M & E	Monitoring and Evaluation
MOLG	Ministry of Local Government
NAADS	National Agricultural Advisory Services
NARO	National Agricultural Research Organization
NGO	Non - Governmental Organization
NRM	Natural Resource Management
NUCAFE	National Union of Coffee Agribusiness Farmers Enterprises
SAA	Sasakawa Africa Association
SEAGA	Social Economic Analysis and Gender Analysis
SG 2000	Sasakawa Global 2000
SNV	Netherlands Development Organization
SP	Service Provider
SWOT	Strengths, Weaknesses, Opportunities, Threats

T & V	Training and Visit
UFAAS	Uganda Forum for Agricultural Advisory Services
UNADA	Uganda National Agro-Dealers Association
UNFFE	Uganda National Farmers Federation
USAID	United States Agency for International Development
VC	Value Chain
VCD	Value Chain Development
VEDCO	Volunteer Efforts for Development Concerns
VFT	Volunteer Farmer Trainers
ZARDI	Zonal Agricultural Research Development Institute

EXECUTIVE SUMMARY

Launched in 2011, the Uganda Forum for Agricultural Advisory Services (UFAAS) as an umbrella body of Agricultural Extension and Advisory Services (AEAS) has the mandate to better the performance of agricultural service delivery in the country by improving networking, professionalism, lesson learning and cooperation among of AEAS actors. It is in view of the fore stated that a two-day conference (23rd - 24th October 2013) was convened in Kampala, Uganda under the theme *“Towards an effective, efficient and innovative Agricultural Extension and Advisory Services (AEAS) system in Uganda”*. Participants were drawn from: professional extension agents (organizations and individuals); public (policy makers, research and extension), academia, professional associations, NGO’s/CSO’s, private sector, farmer organizations and farming fraternity, commodity associations, media and the development partners. The conference methodology entailed plenary presentations and discussions, side events (group work and innovation exhibitions), and open space sessions.

In the introductory session, the participants benefitted in terms of increased understanding of UFAAS through a presentation that focused on its Mission and Vision. A keynote address set the conference theme in perspective by expounding on an effective, efficient and innovative AEAS system. This was followed by official opening that outlined government view on desired AEAS system. Other sessions encompassed the AEAS strategic plan in the plenary and side events, and guided tour of innovation exhibitions as well as presentation covering different AEAS innovative approaches. Finally, the government proposed reforms with respect to AEAS marked the end of the conference presentations and discussions. Basing on the proceedings, aspects that emerged for consideration included: the justification and basis for government proposed reforms on AEAS; foundation of an ideal and hence sustainable AEAS system; pledge by government to support UFAAS in recognition of its envisaged roles in improving AEAS delivery, and more especially the centrality of AEAS in catalyzing economic growth, poverty alleviation and improving food and nutrition security. Others were the general acceptability of UFAAS concept and strategic direction by stakeholders though countrywide mobilization and awareness creation are necessary for confidence building in the institution; regulating AEAS actors to ensure quality of service delivery by establishing a professional body for this purpose; identifying and zeroing on the most cost-effective mode of AEAS delivery; and harmonizing agricultural extension training programme to facilitate tailor-made skills development. The importance of documenting and promoting AEAS innovations also featured prominently.

Recommendations made targeted three broad areas namely: the AEAS reform process, the role of the public / private sector engagement; and the institutionalization of UFAAS. It was recommended that UFAAS considers the current global trends in the reform process; assesses other key stakeholders (including farmers) in the AEAS formulation to beef up the lessons from the National Agricultural and Advisory Services (NAADS); adopts pluralistic approach and emphasizing Information Communication Technology (ICT) in AEAS delivery methods. Additionally there was need to incorporate a mechanism to ensure regular performance assessment of all actors; and inclusiveness of relevant stakeholders in the AEAS system. Other recommendations embraced achieving national

food security, poverty alleviation, and building social capital as one of the cardinal principles of new AEAS system; as well as review and harmonize AEAS training curriculum to enable targeted capacity development. UFAAS deserves support by both public and private sectors given its potential role in improving AEAS performance, hence agricultural production and productivity; undertaking documentation and promotion of AEAS innovations; formation of a professional body to regulate AEAS actors as a measure for quality assurance and standardization of agricultural extension and advisory service delivery. Similarly, the capacity development needs of extension workers, policy makers and managers of extension have to be attended to by UFAAS. Communication strategy is another area that requires urgent redress to improve networking of AEAS actors on the one hand and all stakeholders on the other.

1.0 INTRODUCTION TO THE CONFERENCE

1.1 Background

Agricultural extension and advisory services (AEAS) have an enormous task to facilitate the agricultural transformation process in Uganda. Over time, AEAS have moved away from being solely publicly provided and funded to involvement of the private sector both not-for-profit like non-governmental organizations, farmers' organizations, foundations, and for profit companies like input suppliers and manufacturers, farmer cooperatives, agro marketing and processing firms, consultancy and management firms as well as the media. Unlike what was happening with other professions, AEAS lacked a single forum that brings together all stakeholders for networking, experience sharing, professional accountability and identification of common solutions to challenges faced. Hence, the formation of the Uganda Forum for Agricultural Advisory Services (UFAAS) in 2011, whose mission is to promote an effective, efficient and innovative AEAS system through advocacy, capacity building, information sharing and increased professional development among AAS actors in Uganda.

The Uganda Forum for Agricultural Advisory Services (UFAAS) is an umbrella organization of agricultural extension and advisory services (AEAS) providers, actors and stakeholders in the country. Launched in May 2011, UFAAS aims at improving the overall provision of agricultural advisory services in Uganda by improving coordination and harmonization of AEAS. A key role of UFAAS is to increase the overall investment in agricultural advisory services in Uganda and its integration with research and training. The Vision of UFAAS is: Quality AAS effectively contributing to agricultural development in Uganda. UFAAS also takes on as its Mission: to promote an effective, efficient and innovative AAS system through advocacy, capacity development, information sharing and increased professional development among AAS actors in Uganda. The key objectives of the forum are: (i) establishing and sustaining an effective platform for AEAS in Uganda, (ii) promoting professional interactions, information sharing and networking among AAS actors, (iii) strengthening capacity of the Uganda AAS stakeholders to provide innovative and client oriented services, (iv) promoting professionalism, and ethical conduct in AEAS systems, and (v) lobbying for conducive organization and national policies for AEAS.

1.2 The Conference Overview

UFAAS as an umbrella body of AEAS providers and actors is barely two years old. The wider public needed to understand and appreciate its objectives. Therefore in the course of addressing the conference theme, increasing awareness of UFAAS by stakeholders through interactive dialogue was among the key objectives.

1.2.1 Theme of the conference

The theme of the conference was *'Towards an effective, efficient and innovative Agricultural Extension and Advisory Services (AEAS) system in Uganda'* with the following sub-themes:

1. Institutional Strengthening of UFAAS
2. Networking and Information Sharing
3. Capacity Development
4. Professionalizing AEAS
5. Advocacy and Lobbying

1.2.2 Purpose and objectives of the conference

The purpose of the conference was to bring together a broad range of stakeholders to deliberate on pertinent issues concerning the Agricultural Extension and Advisory Services (AEAS) system in Uganda.

The specific objectives of the conference were:

1. To mobilize and sensitize Agricultural Extension and Advisory Services (AEAS) stakeholders about UFAAS and its strategic direction.
2. To provide an opportunity to AEAS stakeholders to share lessons and experiences
3. To expose AEAS stakeholders to selected innovative approaches for possible future up scaling through exhibitions.
4. To provide a forum for AEAS stakeholders to understand and give feedback on the proposed extension policy direction.
5. To elect a substantive executive committee for UFAAS

1.2.3 Outputs

The outputs of the conference were:

1. A database of AEAS Stakeholders from different sectors;
2. A list of registered UFAAS members;
3. Validated strategic plan for UFAAS;
4. An inventory of information/knowledge needs and preferred channels for interaction and exchange;
5. Validated agricultural innovative and appropriate approaches;
6. A stakeholders' feedback on the proposed agricultural extension policy direction;
7. A substantive executive committee for UFAAS.

1.2.4 Methodology and approach

The general methodology involved presentations and discussions in plenary, group and open space sessions as detailed below.

- i. Round table sitting arrangement that encouraged networking and experience sharing.
- ii. Group discussions, presentations, plenary and panel discussions.
- iii. Members and non members were availed opportunity to register online in the Virtual Social Network (<http://networking.afaas-africa.org/>) for peer sharing, networking and learning.
- iv. Sufficient space was provided for exhibition of innovations and for networking by different AEAS actors.

- v. Reflection and synthesis of outputs from the conference. This was essential for ensuring that all participants left the conference with a common understanding of the learning that had occurred during the conference as well as a common focus on the way ahead.
- vi. Opportunity was availed to capture farmers' and other stakeholders' perceptions and expectations of an effective and efficient AEAS system.

2.0 CONFERENCE PROCEEDINGS

The proceedings of the conference were structured in five sessions. Session 1 highlighted conference objectives and exposed participants to AEAS and UFAAS status and direction. It was intended to bring participants to a common understanding of AEAS and UFAAS concepts. Session 2 dwelt on the UFAAS strategic plan and group work. In addition to sharing the strategic plan, the session also aimed at generating views from the participants to enrich the plan. Session 3 covered the innovative approaches through well researched presentations and eyes-on exposure. The key objective was to identify innovations for scaling-up. Session 4 was devoted to providing feedback to the proposed policy reform of AEAS by the Government. Sharing of views on the appropriate AEAS concluded this session.



2.1 Overview of AEAS and UFAAS

Preliminaries: Setting the mood

The conference opened with a prayer followed by self-introductions by the participants. An overview of the conference was also presented.

2.1.1 Overview of Uganda Forum for Agricultural Advisory Services (UFAAS)

Dr. Margaret Najjingo Mangheni (Chairperson - UFAAS)

The Chairperson informed participants that Uganda Forum for Agricultural Advisory Services (UFAAS) is a country chapter of the Africa Forum for Agricultural Advisory Services (AFAAS) in Uganda, which is a continental forum for Agricultural Extension and Advisory Services. The country forum was launched in 2011 and it brings together a wide range of actors involved in Agricultural Extension and Advisory Services (AEAS) in Uganda. These stakeholders are broadly categorized as Academia (Agricultural Universities and Institutions); Public Sector; Non-Governmental Organizations (NGOs); Private Sector; Farmer Organizations (FOs) and Media (print and electronic).



The UFAAS Vision is “Quality AEAS effectively contributing to agricultural development in Uganda”, while the Mission is

“to promote an effective, efficient and innovative AEAS system through advocacy, capacity building, information sharing and increased professional development among AEAS actors in Uganda”. The strategic objectives of UFAAS are:

1. To establish and sustain an effective platform for Advisory Agricultural Services in Uganda
2. To promote professional development, information sharing and networking among AEAS actors.
3. To build the capacity of Agricultural Advisory Services systems to provide innovative and client-orientated services.
4. To promote professionalism and ethical conduct in AEAS systems in Uganda.
5. To advocate and lobby for an enabling environment for Agricultural Advisory and Extension Services in Uganda

The Core Values of UFAAS are Integrity and Transparency; Ethical Conduct and Professionalism; Accountability; Teamwork; Partnerships.

In line with the above objectives, UFAAS has 5 thematic areas, namely Institutional Strengthening of UFAAS; Networking and Information Sharing; Capacity Development; Professionalizing AEAS System in Uganda; Advocacy and Lobbying.

Membership of UFAAS is open to: individual professionals in AEAS provision; institutions that contribute directly to Agricultural Extension and Advisory Services (AEAS); and other institutions and persons who are not directly involved in AEAS provision but subscribe and contribute to UFAAS objectives.

2.1.2 Global and regional perspective of the AEAS

Mr. Max Olupot (Technical Assistant - AFAAS)

The AFAAS Mission is to promote lesson learning and add value to initiatives in agricultural advisory services through sharing of information and increased professional interaction. AFAAS has the mandate to implement the Agricultural advisory Services (AAS) aspects of the Comprehensive Africa Agriculture Development Programme (CAADP). An Africa-owned and Africa-led initiative through which interventions to transform agriculture are coordinated, CAADP has four pillars, one of which (Pillar IV) addresses agricultural research, technology dissemination and adoption. Leadership of the implementation of this pillar is mandated to the Forum for Agricultural Research in Africa (FARA). In this context, AFAAS operates under the umbrella of FARA but has its own autonomy and governance structure. As of October 2013, thirty seven (37) countries comprise the membership of AFAAS.



AFAAS has to-date established six (6) Country Forums though they are at different stages of functionality. Uganda and Malawi are leading in this aspect. UFAAS, the Uganda Country Chapter; has held three symposia and general assemblies; has developed strategic

documents and reports on climate change, gender and market-oriented Agricultural Advisory Services. Other achievements include developing guidelines for integrating AAS into the CAADP process and for establishment and strengthening Country Fora. AFAAS has also developed a learning framework on AAS and UFAAS is the core and learning platform for innovations in Africa. AFAAS also has a social networking virtual platform: www.networking.afaas-africa.org.

Other achievements of AFAAS include AFAAS signing a Memorandum of Understanding with Access Agriculture, a key innovative agricultural extension service developed for the region to cater for current and future extension systems. The innovation will enable the farmers and extension workers to access extension services on their phones and computers through a central web portal. This will go a long way to reach the not-easy to reach households as well as reduce extension fatigue.

2.1.3 Towards an effective, efficient and innovative AEAS: The regional perspective

Hon Aggrey Henry Bagiire (Chairman, NAADS Board)

The keynote address set the pace for the conference through contextualizing the AEAS concept; highlighting the various extension approaches the country has gone through over the last 90 years; and concluding by justifying the relevance of UFAAS in promoting an effective, efficient and innovative AEAS in Uganda. Below is the summary of the presentation.

AEAS is seen in the context of poverty and nutrition in Africa. It plays a significant role in stimulating economic growth, reducing poverty and improving food and nutrition security in Africa. Extension has been shown to have significant and positive effects on knowledge, adoption, and productivity. However, AEAS is inadequately emphasized and funded. There is need therefore, to revitalize and make innovations in AEAS in order to facilitate access of farm families and their organizations to knowledge and information, relevant technologies for household food security and nutrition and ensure interactions amongst stakeholders.

AEAS in Uganda has evolved through **key historical landmarks**. A centralized extension system, which had extension under the Department/Ministry of Agriculture during colonial period and post-independence lasted till 1997. This was transformed into a decentralized system in 1997 in which extension devolved to local governments while the centre handled policy guidance, regulation, quality assurance and control of disease and pest out breaks. The liberalization and privatization system involved actors in civil society, and private sector complementing government efforts. This was followed by the decentralized, farmer-owned, demand-driven system implemented by a semi-autonomous NAADS Organisation under MAAIF.



This was put in place by an Act of Parliament (NAADS Act 2001). Major trends in Uganda's extension services during 1920-2013 included centralized to decentralized services; from top-down (supply driven) to bottom-up (demand driven) approaches; from predominantly public to pluralistic services; and increased production aimed at meeting government revenue needs to increased productivity, commercialization and profitability goal (focus on the whole agricultural value chain and meeting farmer livelihood needs).

The current AEAS is faced with several problems, which include lack of a nation-wide framework for supporting institutional development of AEAS; lack of mechanisms to develop synergies between AEAS actors; inadequate information exchange; low capacity of AEAS to address current challenges; and low level of networking and partnership.

Arising out of the problems, AEAS has been redefined from "*extending*" research-based knowledge to a comprehensive agricultural extension system. This system involves improving the lives of rural farmers to go beyond technology transfer to facilitation; beyond training to education, and includes assisting farmer groups to form and organize, dealing with marketing and financial issues, and partnering with a broad range of service providers and other agencies.

The relevance of UFAAS is therefore clear from the way the AEAS is operating, currently. There are individual actors experimenting with various forms of AEAS, innovations, strategies and approaches. There is need for advocacy and lobbying; and capacity development and strengthening of AEAS actors.

Restoring the effectiveness and efficiency of the AEAS requires allowing for pluralism in service delivery. The 'linear and one spine model' is untenable. The AEAS should build a holistic agricultural capacity that will ensure focusing on clientele needs and fostering accountability through farmer organizations, decentralization and ownership by the beneficiaries of the services. This would require the full participation of a range of stakeholders that include smallholder producers, technicians and artisans, extension workers and change agents, entrepreneurs (traders, processors, wholesalers and retailers) and policy makers, scientists and researchers. The public sector is required for coordination, financing and provision of public goods and services.

In conclusion, Uganda today still needs a well remunerated efficient and effective extension service hence the need for providing adequate incentives and capacity strengthening of AEAS actors. Looking at successes and failures of past extension approaches, the whole width of the policy arena, the causes and effects should be reviewed, analysed and contextualised. There is therefore a need for rational and objective decision on the way forward for extension and advisory service provision system in Uganda.

Official opening

Hon Bright Rwamirama (Minister of State for Animal Industry - MAAIF)

In the address, the Hon Minister reiterated the recognition of the fundamental importance of agriculture to the Uganda economy and of the central role it should play in development, economic growth and poverty reduction. Also of great significance is the Maputo Declaration, under which Uganda committed to the principle of agriculture-led growth as a main strategy, and the subsequent Comprehensive Africa Agriculture Development Programme (CAADP), for which the Compact was signed in 2009. It was emphasized that Agricultural Extension and Advisory Services (AEAS) have an enormous role to play in facilitating this agricultural transformation process in Uganda. Agriculture being the most important sector of the Ugandan economy will be the key determinant in the country's efforts to reduce poverty. STOP However, transforming agriculture needs a sector-wide approach involving a wide range of stakeholders. The Ministry of Agriculture, Animal Industry and Fisheries, is in the process of reviewing the Agricultural Extension and Advisory services in the country having learnt some lessons from the existing NAADS. It is hoped that this forum will contribute more proposals to a successful AEAS reform process.

The tour of exhibitions of AEAS innovation approaches by Hon Bright Rwamirama and group photograph concluded session one. The key exhibitors included Sasakawa Global 2000, Uganda National Agricultural Dealers Association (UNADA), Excel Hort Consult, Volunteer Efforts for Development Concern (VEDCO), Heifer International, Access Agriculture and the Farmer Voice Radio Project. The Honorable Minister recommended that the exhibitors continue to work with the Ministry of Agriculture to upscale their innovations. He personally invited some to visit his office. The session was facilitated by Dr. Richard Miiro of Makerere University.





2.2 The Strategic Plan

Mrs. Beatrice Luzobe (Secretary General and Focal Person - UFAAS)

In addition to increasing awareness on the strategic plan among the participants, the presentation aimed at soliciting their views that would contribute to further development of the plan and charting a way forward.

The strategic plan was developed by a task force where several stakeholders were represented. A SWOT analysis of the extension system (as by 2011) was done. This revealed the main strengths, weaknesses, opportunities and threats as summarized in Table 1.



Table 1: A SWOT analysis of the extension system

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Pluralism ✓ Existence of best practices in AAS with potential for up scaling. ✓ Existence of numerous institutions of higher learning. ✓ Localized initiatives for partnering, networking and shared learning.eg partnerships, professional networks, 	<ul style="list-style-type: none"> × Partnerships not properly monitored and enforcing accountability was difficult. × Linkages among AAS actors were ad hoc or non-existent, and localized at a micro level. × Poor culture of shared learning, communication, reading and use of ICT. × No forum that bring all actors together for lesson sharing and harmonizing messages.

<p>etc.</p> <ul style="list-style-type: none"> ✓ Existence of partnerships, networks and linkages. ✓ Evidence of learning between institutions. 	<ul style="list-style-type: none"> × Lack of appreciation of the need to work together; existence of strong conflicting values and philosophies. × No policy on quality assurance of AAS provision × No forum for harmonizing messages and approaches. × Inadequate budgets, guidelines and opportunity for capacity building. × Lack of clear extension methodology. × Weak and few professional bodies and farmers/ commodity associations with limited membership and working in isolation. × The role of AAS is not very clear leading to low value accorded by the users. × Mainstreaming of cross-cutting and emerging issues was still a challenge due lack of capacity and resources.
<p>Opportunities</p> <ul style="list-style-type: none"> ✓ A favourable policy environment that supports liberalization and pluralistic extension services, commercialization of agriculture. ✓ Public Private Partnerships. ✓ Information Communication Technology (ICT). ✓ Existence of supporting frameworks e.g. CAADP, FAAP, AFAAS. ✓ Good will and support from stakeholders including donors. 	<p>Threats</p> <ul style="list-style-type: none"> × Fluctuating share of the agricultural sector in the budget. × Development partners unwilling to support vertical value chains. × Agriculture sector not being attractive as a business. × Limited capacity at the national level to address emerging cross-cutting issues. × Non-tariff barriers to agricultural products. × Political interference at the national and local level. × Corruption, plagiarism and piracy. × Decentralization policy weakened networking and lesson learning.

Based on the SWOT analysis, the problems of the AEAS were summarized as:

- Lack of a platform/ forum for building consensus on issues of AAS.
- Poor culture of searching for information, reading; poor ICT skills; and unhealthy competition and protectionism amongst AAS actors.
- Partnerships between AAS actors lack many of the critical factors necessary for mutual benefit for collaboration.
- Limited capacity and expertise of the AAS providers.
- Weak professional bodies working in isolation.
- Lack of policies, standards/ intellectual property rights and guidelines governing AAS industry coupled with incidences of unethical conduct and incompetence.
- Low value attached to AAS provision resulting in limited facilitation to AAS to fulfil the responsibilities.
- Low level of funding of AAS, particularly for the non-public sector.
- Coordination and harmonisation of the pluralistic sector.

Based on the identified problems, a strategic direction for UFAAS was drawn purposely to address some of the identified problems.

The strategic direction that was developed includes the Vision, Mission, Key Objectives, Core Values and Thematic Areas.

The **Vision** of UFAAS is: Quality AAS effectively contributing to agricultural development in Uganda.

The **Mission** is to promote an effective, efficient and innovative AAS system through advocacy, capacity development, information sharing and increased professional development among AAS actors in Uganda.

The **Key Objectives** of the forum are to:

- (i) Establishing and sustaining an effective platform for AEAS in Uganda.
- (ii) Promoting professional interactions, information sharing and networking among AAS actors.
- (iii) Strengthening capacity of the Uganda AEAS stakeholders to provide innovative and client oriented services.
- (iv) Promoting professionalism, and ethical conduct in AEAS systems, and
- (v) Lobbying for conducive organization and national policies for AEAS.

UFAAS' **Core Values** are Integrity, Accountability, Transparency, Ethical professional conduct, Professionalism, Team work, Partnering, Gender sensitivity and Farmer-centeredness.

The **thematic areas** are:

1. Institutional Strengthening
2. Networking and information sharing
3. Capacity development
4. Professionalization of AEAS
5. Lobbying and Advocacy

Table 2: Description of Thematic areas

Thematic area and its description	Main activities
<p>1. Institutional Strengthening Setting up a sustainable institutional framework at national and regional levels in Uganda that will uphold and anchor all the other thematic areas.</p>	<ul style="list-style-type: none"> – Developing a strategic plan and operational plan. – Developing the UFAAS legal, governance and policy frameworks. – Establishment of a national Secretariat – Mobilization of members. – Developing the UFAAS corporate identity and recognition with relevant institutions. – Resource mobilization.
<p>2. Networking and information sharing Promotion information exchange, shared learning and professional interaction among AAS providers and actors in Uganda</p>	<ul style="list-style-type: none"> – Profiling AAS actors in the different regions of the country. – Identification of information and knowledge needs of the actors and preferred channels for interaction and exchange. – Implementing events and processes for professional exchange and lesson learning.
<p>3. Capacity development Ensuring access, by its members, to resources and opportunities for capacity development</p>	<ul style="list-style-type: none"> – Conducting regular up-to-date capacity and training needs assessments. – Availing Innovative, and relevant short and long term courses and other capacity development avenues. – Carrying out critical training evaluations to ensure value for money. – Engagement and recognition of training experts in AAS within the region and beyond.
<p>4. Professionalization of AEAS Provide a platform for professional exchange aimed at creating a community of practice</p>	<ul style="list-style-type: none"> – Lobbying for the establishment of AAS standards and code of conduct at national level. – Supporting the implementation of AAS standards and a code of conduct for AAS service provision through: sensitization of members. – Lobby government to obtain mandate to oversee the implementation and enforcement of the code of conduct. – Establish of a mechanisms for peer enforcement of the code of conduct.
<p>5. Lobbying and Advocacy Contribute to the creation of an enabling environment for efficient and effective provision of AAS</p>	<ul style="list-style-type: none"> – Conducting action research related to AAS. – Conduct qualitative and quantitative studies to determine the impact of AAS approaches. – Documenting success stories in AAS – Preparing advocacy material e.g. fact sheets, bill boards, policy briefs. – Identifying champions and antagonistic forces to AAS within relevant institutions; – Developing and implementing strategies to use both types of people to influence AAS agenda. – Organizing advocacy and lobbying events targeted at various stakeholders.

Group work

The participants worked in groups and made their input into the development of the strategic plan. Four groups were formed and assigned thematic areas to discuss. The following tasks were accomplished in each of the groups.

- i Review of the proposed thematic activities, outputs and outcomes;
- ii Identification of what needs to be added;
- iii Identification of what needs to be removed;
- iv Any other comments.



The group discussions gave rise to the comments on each of the thematic areas, as given in Table 3.

Table 3: Participants' comments on the thematic areas

Thematic area	Comments on the sub-theme (What needs to be added/removed)
Institutional strengthening of UFAAS	<ul style="list-style-type: none"> • AFAAS should temporarily host and facilitate UFAAS but the latter should work towards establishing an independent secretariat. • Include annual and quarterly executive meetings. • Establish regional and district UFAAS offices for ease of reach and liaison.
Networking and Information Sharing	<ul style="list-style-type: none"> • Utilize youths potential and expertise in ICT for AEAS.
Capacity Development	<ul style="list-style-type: none"> • Refresher training for practicing professionals.
Professionalizing the AEAS	<ul style="list-style-type: none"> • Mandatory registration of Service Providers (SPs). • Accreditation of SPs.
Lobbying and Advocacy	<ul style="list-style-type: none"> • Advocating for harmonizing the training curriculum in the relevant academic institutions. • Advocating for the rights of the Agricultural Advisory Service Providers (AASP).

2.3 Information/knowledge capacity development needs and preferred channels for interaction and exchange

Participants provided feedback through a tool that was developed to capture the above data. This was aimed at improving efficiency and effectiveness of communications between the AEAS stakeholders on the one hand and UFAAS on the other. Analysis of the returned completed tools revealed the following:

- a) The first three priority **capacity development needs** were: *i) Use of ICTs in AEAS; ii) Knowledge and skills in emerging and innovative financial service delivery and other embedded services in the agricultural value chain; and iii) Exploring new knowledge, skills and infrastructure needs of advisory and extension services along agricultural value chain and their capacity enhancement.* Apparently, the least required are participatory methodologies. Figure 1 below presents a summary of capacity gaps in AEAS.

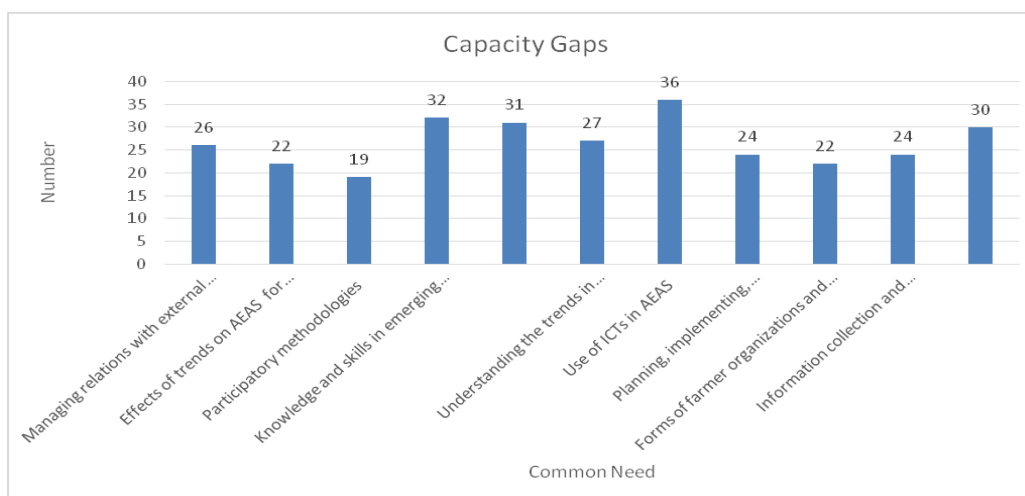


Figure 1: Identified capacity gaps

b) Specific capacity gaps

i. Extension worker

The main gap identified with respect to extension workers is low competence and inadequate skills/working knowledge as a result of limited opportunities for furthering education. Continuous capacity building needs assessment followed by training in the identified areas will go a long way to alleviate this problem. Low remuneration and lack of facilitation (in terms of transport and information) to enable them effectively reach to grassroots farmers is another area that featured prominently. Also mentioned was the high ratio of extension workers to farmers that renders extension weak through limited interaction. Little exposure to new innovations and technologies was singled out as another glaring aspect.

ii. Policy makers - Parliamentarians

Limited knowledge on extension systems and agriculture in general both locally and globally poses a bottleneck to policy makers. Their political mandate of advocacy for agricultural funding from the national resource envelope and elsewhere appear not to be well understood and hence appreciated. Similarly, the policy makers need extensive sensitization on the roles and objectives of AFAAS and UFAAS especially in regard to increasing agricultural production, productivity and profitability.

iii. Managers of Extension

Low staffing, inadequate skills and knowledge in AEAS, poor facilitation (transport and ICT), and lagging behind policy shifts are among the capacity gaps identified as negatively impacting on performance of the extension “gurus”.

c) Partners and partnership arrangements

One of the issues the tool helped to capture was who **the partners** were and **benefits** derived from partnering. The key partners are NGOs/CSOs and the private sector.

i. Who are your current partners?

NAADS, NGO's/CSO's (especially SG2000) topped the list of partners. Others were the private sector and farmer organizations. Local governments, NARO and MAAIF also featured frequently as partners. The tools were completed by individual participants.

ii. Benefits from the partnerships

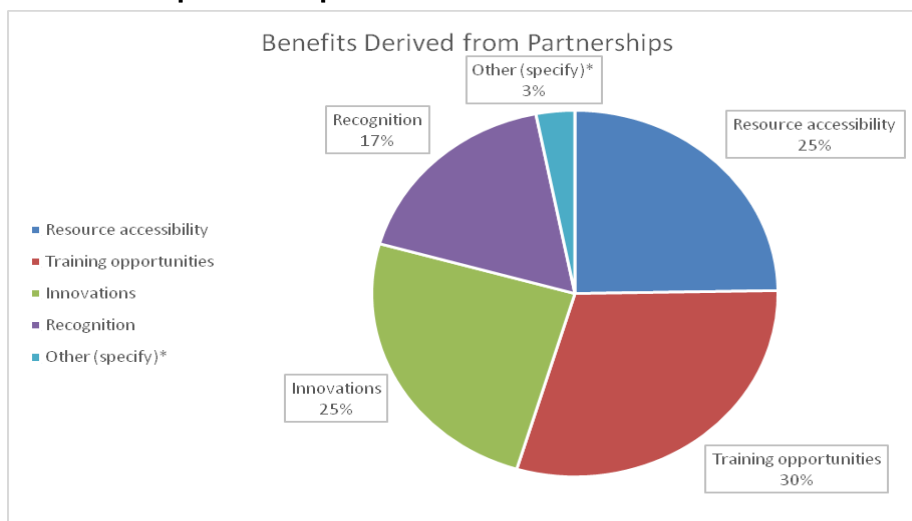


Figure 2: Benefits derived from partnerships

In order of priority, training opportunities ranked highest as the basis for partnership followed by resource accessibility and innovations that tied in second position as shown in Figure 2.

- iii. The most preferred channels of communication is the e-mail followed by mobile phones as depicted in Figure 3.

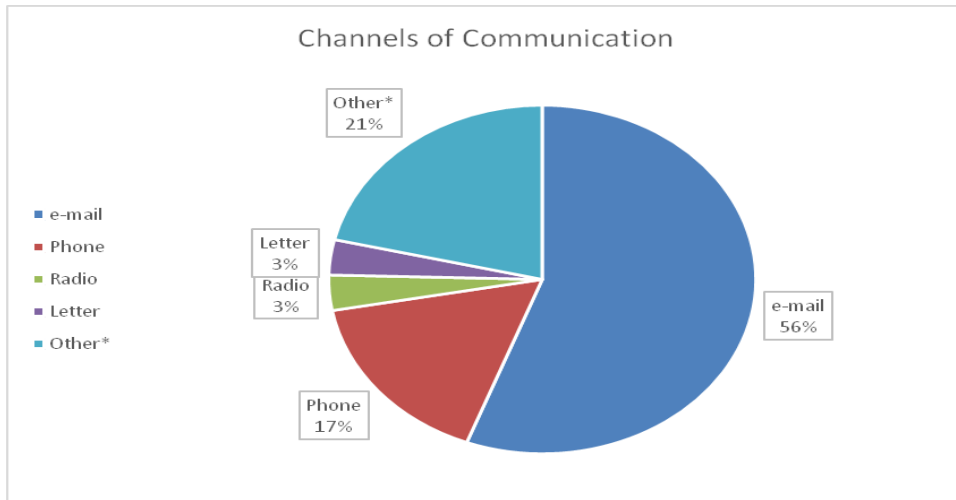


Figure 3: Preferred channels of communication

E-mails and phones similarly ranked highest as the most preferred channels for communication as shown in Figure 4.

- iv. Priority listing of most preferred channels of communication

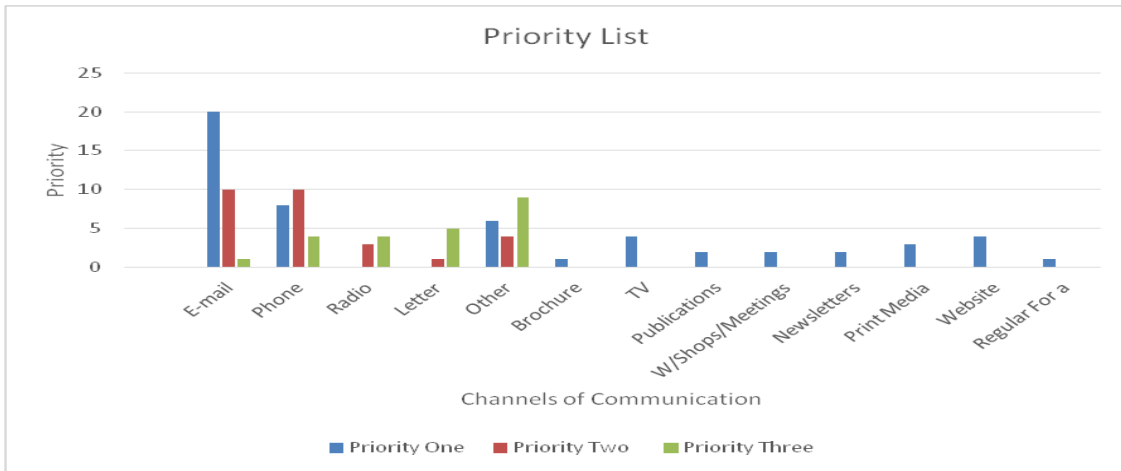


Figure 4: Prioritization of preferred channels of communication

It was noted that there are common needs shared among AEAS actors, though the specific details may vary.

2.4 AEAS Innovative Approaches

Dr. Dan Nkoola Kisauzi (CIKM Advisor - AFAAS)

The session on innovative approaches aimed at stimulating debate on AEAS innovations and building consensus on how to take it forward. Below is a summary of the presentation.

There are many definitions of an innovation so it was deemed better to focus on the essence and elements. For this conference it was defined as a new way of doing something (*Swanson, 2012*). The elements of an innovation were identified as the process of translating an idea or invention into a good or service that creates value for a targeted user; being replicable at an economical cost; satisfies a specific need; allows for deliberate application of information, imagination and initiative; involves risk-taking therefore distinguished from imitation (<http://www.businessdictionary.com>).

The presentation highlighted five contexts and examples of AEAS innovative approaches. The public extension system that embraces Pillar IV of CAADP (FAAP) aiming at food security, income and Natural Resource Management (NRM) was cited in Uganda and Malawi. The private input-supply firms (embedded paraprofessionals) that are focused on profit targets, increased production, productivity and profitability. This was cited in India and Cambodia where input supply dealers converted into paraprofessionals through distance education leading to a Diploma and a Farm Business Advisors model being developed. Another approach is the Commodity Groups/Farmer associations/Export companies based approach where the motive is develop the identified export crops. The approach is market-driven with a focus on increased income and profit. AEAS by Non-Government Organizations (NGOs) is driven by donor priorities and own values and it aims at food security, income generation, social capital and incorporates NRM. This approach has been practiced by BRAC, the largest NGO in Bangladesh. Another approach to AEAS is provision of extension services by private professional extension worker with the motivation being professional fees from private sources to achieve food security; income; social development and NRM.

Assessment of innovative approaches

One of UFAAS' major activities is supporting the stock-taking of innovative AAS approaches and tools. UFAAS together with AFAAS will support the adaptation of some approaches selected by the AAS stakeholders. It will also provide mechanisms for developing AAS innovation proposals and marketing them to potential funders.

UFAAS made an inventory of innovative approaches to AEAS and these were showcased at the Conference. An assessment of the exhibited innovative approaches was carried out following a briefing on the process. The process entailed the participants administering a pre-prepared assessment tool.

The criteria of an innovative AAS to be adopted by AFAAS were derived from the principles laid out in the Framework for African Agricultural Productivity (FAAP); inputs from the Global Forum for Rural Advisory Services (GFRAS) and the inputs from stakeholder consultations involving the AFAAS/IFAD Project countries.

The criteria included:

1. Empowers farmers/ value chain actors to participate meaningfully in setting priorities and work programs.
2. Gives responsibility and control over resources to the beneficiaries at the appropriate level of the value chain.
3. Allows delivery of services by many actors e.g. public, NGO, private sector contributing skills and knowledge
4. Is based on the external and internal evidence of knowledge, success and sustainability in terms of livelihoods and economic considerations
5. Has effective feedback mechanism to research, capacity building, and private sector.
6. Is sustainable in terms of fiscal, economic, social and environmental needs of the actors in the VC.
7. Has effective documentation of the processes, operations and management of the approach.
8. Has equitable cost sharing for service provision.
9. Has gender and special interest groups mainstreaming at all levels.
10. Is scalable and adaptable.
11. Embraces value chain considerations/ market orientation.
12. Utilizes modern ICT for Community Information and Knowledge Management (CIKM)
13. Integrates linkages to support services
14. Takes into consideration indigenous knowledge systems

Based on the above criteria, the participants went through an exercise of participatory identification of Innovative approaches that can be scaled out; Innovative attributes that can be scaled out and general weaknesses that should be addressed. For the innovations that would be selected, the Country Forum of AFAAS (UFAAS) will develop proposals for scaling out approach/ attribute or addressing weaknesses as well as marketing the proposals to funders and policy makers through innovation market places.

A total of six (6) innovative approaches were exhibited. The promoters of the approaches included ICRAF, Sasakawa 2000, Excel Hort Consult, UNADA, VEDCO and Farmer Centre Ltd. An assessment of the approaches revealed that the majority of the approaches fulfilled only a few of the assessment criteria. The most commonly met criteria were:

- Empowering farmers/value chain actors to participate meaningfully in setting priorities and work programs;

- Allowing delivery of services by many actors;
- Basing on external and internal evidence of knowledge, success and sustainability in terms of livelihoods and economic considerations;
- Taking into consideration indigenous knowledge systems.

On the other hand, most of the approaches do not give responsibility and control over resources to the beneficiaries at the appropriate level of the value chain; lacked effective feedback mechanism to research, capacity development needs and the private sector; do not have effective documentation of the processes, operations and management of the approach; and lack means of equitable cost sharing for service provision.

Developing innovative approaches to AEAS is faced with many challenges. These include, but are not limited to, many imitators, few innovators (risk averseness); lack of mechanisms for supporting AAS innovation especially from the private sector, which is a reflection of risk averseness; difficulty of locating where innovations are taking place; lack of incentives for the scaling out the innovations; “knowledge impermeable” AAS institutions; impatience caused by poor and unsystematic learning culture (throwing the baby out with the bath water) and fluidity of the public policy environments. It was noted that the issue is not ‘low innovation capacity’ but ‘low innovation incentive’.

Case studies of innovations

Presentations were made on some of the innovative approaches that were exhibited. Highlights about the approaches are given.

i. Farmer Voice Radio Extension - Farmer Voice Radio (FVR)

It is a *sustainable, participatory* model for providing *timely, relevant* agricultural extension services to *most smallholder farmers* by *linking* extension officers and farmers with the power of radio and mobile phones. The approach is an innovative, radio-based extension and advisory service, complemented by mobile phones, that overcomes the limitations of traditional radio and government extension. What makes it work: facilitates communication between Extension Officer and farmers through the radio; it is driven by farmers’ needs; focuses on quality of extension service given rather than quantity of farmers reached and it is a face to face interaction that is transmitted to a larger audience (the reach of extension is multiplied through the radio).

ii. Volunteer Farmer Trainer Extension Approach - ICRAF

The approach uses Volunteer Farmer Trainers (VFTs). The VFTs are usually individuals with little or no formal education who, through a process of training, experimentation, learning and practice, increase their knowledge and become capable of sharing it with others, functioning as extension agents on a voluntary basis. The VFT approach is applied to ensure that farmers have access to knowledge on improved cattle feeding. The VFT act as bridge between farmers, extension organizations and other stakeholders; participate in civil society campaigns to present farmers’ views, problems and situations for informed decision making; play a key role in giving feedback to both farmers and other

development and research institutions such as civil society campaigns; and serve as change agents for the farmer group(s).

Some of the limitations of this approach were reported as: the limited ability of the VFTs to understand the technologies well leading to the wrong information being passed on; due to other competing priorities the VFTs may neglect their responsibilities as farmer trainers; they may have difficulty in reaching farmers especially in sparsely populated areas and the female farmer trainers are sometimes disadvantaged as they are not able to travel far to reach trainees.

iii. Young Graduate Innovation Incubation approach - ExcelHort Consult

The approach focuses on banana innovation centre, utilizing young graduates to start a business. The graduates develop a wide range of products from bananas (matooke) as well as expertise. Their entrepreneurial capacity is developed through a banana innovation platform.

iv. Farmer centre from Lira - Janet AkelloOtim

The implementation modality involves use of farmers and field extension workers (FEWs). The Farmer Field School (FFS) approach is used and collaboration is built with other hired actors and District extension providers.

2.5 Agricultural Extension and Advisory Services Policy

By Patience Rwemigisa

A presentation on the Reform Proposals for the National Agricultural Extension System was made highlighting the proposals by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) to the reform process.

Agricultural extension has evolved and applied different approaches since colonial times. Among them are the Regulatory/Command; Educational; Participatory and Demand-driven/Pluralistic. However, the Neuchâtel initiative proposed a reform paradigm whose core tenets included:

- private sector participation,
- farmer empowerment,
- demand-driven approaches and
- decentralized extension among others (Neuchâtel Group 1999, 2002).

The current government extension programme, NAADS was the first agricultural extension model in Sub-Saharan Africa to put the ideas of demand-driven into practice. It has been affected with several challenges, among them, the system serves very few farmers (10%); the financing and delivery mechanisms have not been efficient and sustainable; there is duplication of activities in the parallel institutional arrangements that

emerged from the reform; and there is lack of financial and performance accountability and client ownership. In addition, the budget for advisory services has consistently diminished at the expense of program administration and input supplies; and there is lack of professional linkage between the Centre and the Local Government. These, among others, have sparked the need for a reform in the Extension system.

The mandate of an effective extension agency include extension coordination; skills management and training; Information and communication; agribusiness services; primary processing and value addition; marketing and market information; farmer education; and technology transfer.

To achieve effectiveness the following elements of a good extension system should prevail. They include group-based extension; motivated extension workers; adequate number and type of extension workers; extension manuals, leaflets, brochures; information on cost benefit analysis; internet-based information service; technology demonstrations; independent input distribution system; strong linkages with research; an efficient M&E system; performance based; quality assurance of services and application of sanctions and rewards based on performance.

The participants gave their perception of an efficient and effective AEAS as one which:

- is sustainable.
- considers farmer involvement (subsidiarity principle).
- is well coordinated and regulated.
- is performance based (therefore regular monitoring of AEAS providers).
- is appropriate to prevailing circumstances (considering emerging issues e.g. climate change).

These views rhymed with those of MAAIF.

MAAIF's proposals on the reform process were outlined as:

- The technical functions of agriculture extension will be subsumed in the respective technical directorates under the National Agricultural Extension Service
- The core extension service will form a new directorate of Agricultural Extension within MAAIF.
- At local government level NAADS will be mainstreamed within the production department at the district and the sub county levels.
- The District Production Coordinator will be the overall responsible officer.
- For these reforms to succeed, MAAIF has to undergo structural adjustments

On the other hand, the following principles guided the proposals for the reform process:

- The existing commitments to multilateral and donor agreements will be taken into account by the proposed reforms.

- Upon expiry of existing commitments to donors and multilateral agencies related to agricultural sector, no commitment shall be undertaken that has potential to undo the proposed reform.
- Upon integrating Agricultural Extension within MAAIF, internal administrative and financial reforms aimed at empowering technical directorates will be undertaken to ensure that the directorates attain a high degree of autonomy;

The following principles will guide implementation of the reforms;

- i. The staff of NAADS will have first call on recruitment into the new structure if they have the required qualifications.
- ii. Promotion of institutional efficiency and maximization of existing technical capacities
- iii. Agricultural Extension remains a decentralized function with MAAIF providing technical support and backstopping
- iv. Farmer empowerment concept will remain a core component in agricultural extension.
- v. Nurturing and promotion of private sector service delivery will be a priority in reform implementation.
- vi. Current efforts by Agricultural Technology and Agribusiness Advisory Services(ATAAS) of strengthening linkages with agricultural research will be promoted
- vii. Agricultural extension will be perceived as part of a broad agricultural system and not treated as an isolated component
- viii. Mindset shift away from primary production to value addition, manufacturing and marketing.
- ix. Monitoring and evaluation will be a permanent feature during reform implementation
- x. Career growth for extension staff will be an embedded value in the new reform.
- xi. Strengthening professional linkages between central and local government
- xii. Distribution of free inputs will not be part of the “National Extension Service” and input supply will remain a private sector function with MAAIF playing the regulatory function.

It was noted that Agricultural extension is the “Heart and Soul” of the knowledge base of the Ministry of Agriculture. It is the vehicle for agricultural sector transformation and that the proposed reforms are aimed at rebuilding and revitalizing the national agricultural extension system and promoting efficiency in agricultural production and productivity, and thus contribute to the realization of Vision 2040. Once this reform is comprehensively implemented with full support of stakeholders, it will spur and reverse the declining agricultural growth in the years to come. However, this growth will only occur if matched with increased budget allocation to the agricultural sector that is currently at about 3.4 percent.

Panel and Plenary Discussions

A panel of participants representing the professionals and civil society reacted to the presentation of the proposed reforms in AEAS. A global and continental perspective was

given. It described three different methods which have been used in defining AEAS direction in Uganda namely:

- i. Legislative (passed by Parliament), where there is provision of extension and demonstration inputs;
- ii. The proclamations (ideological) where there is provision of inputs and was dubbed *Bonna bagaggawale (prosperity for all)*. It was characterized by budget cuts and conflict of roles by the different stakeholders.
- iii. The decrees (by the Head of State) have not been contextualized hence causing negative effects on service delivery.

It was mentioned that borrowing from the global and continental perspective, the cyclic rather than the linear single spine AEAS is more effective and that the system should be based on lessons learnt. Participants reacted to the presentations as summarized in Table 5.

Table 4: Participants' reactions to the policy reforms

No	Issue/Comment raised by Participants	Response
1.	Mandate and institutional arrangement should not remain at coordination but extend to regulation as well as planning for AEAS	
2.	What is the role of Parliament in distributing inputs?	This should not be the case because it causes conflict of interest.
3.	Policy and legal reforms should include technical and financial aspects as well	
4.	Public outcry prompted this reform though the process has not been widely popularized	Inter-Ministerial debates were necessary to build consensus which has now been done and once approved by Cabinet Committee, it will be made public.
5.	Pluralism versus single spine. Does single spine mean lack of pluralism?	MAAIF would take leadership to give direction; it is pluralistic with MAAIF facilitating all actors to provide extension services. As commercialization takes root, public sector gradually transits into more of regulating than providing services.
6.	Health is not included in the reform proposal	Reform targeted improving income, nutrition and health through improving farmer production and productivity and hence income. Nutrition has always been a concern of MAAIF and extension messages

		will include nutritional aspects. As AEAS progresses nutrition will migrate to Ministry of Health.
7.	Where do you get regulation from? In MAAIF this mandate is apparently not functional	70% of agriculture budget goes to extension and research implying little is left for other activities. There is also lack of manpower to enforce regulation
8.	Extension and input delivery should be handled separately	
9.	How can we go back to traditional extension system since it was 'more effective'?	There is need to provide an effective, efficient and innovative AEAS to address the farmers' needs.
10.	There is need to address the basis for reform. What is guiding the reform? Structural reforms should result from synthesis of bottlenecks that have been encountered in earlier interventions and use lessons to improve future reforms	Elements of a good extension system guided the reform process. This was the basis for the proposed structural reforms. Proceedings of this conference will be utilized to enrich the reform.
11.	Given global trend, any reforms should desist from beginning with structures. "Form" should precede "structural" reform	
12.	With respect to farmer empowerment, what was the model of empowerment? What is the new model of empowerment?	Earlier empowerment was based on demand, manage and control advisory services provision. In the new model, empowerment will be achieved by building farmer capacity through training. There will be process of encouraging young people to gain/concentrate knowledge on farming and appreciating it as a means of livelihood.
13.	How does the reform propose to bridge the gap in the current high ratio of extension service provider to farmers/beneficiaries?	The market forces have caused the shortfall in human resources. Public sector will be involved in capacity development and create environment where the private sector can participate effectively. Government to build workforce by encouraging training
14.	No mention is made about agri-financing in the reform proposal	Agri-financing was not in the TOR for the task force. However, the current view is that money for roads etc. are all targeted to agriculture sector. AEAS actors should therefore lobby for increase in funding for the sector.

15.	Emphasis has been made on mainstreaming of NAADS at district and sub-county. What about at national level?	NAADS system transects into the Ministry and options have been given to integrate it in the MAAIF at national level e.g. NAADS has been engaging in some non-extension services. These non-extension roles will be mainstreamed into one of the directorates of the MAAIF.
16.	Where/how do NGO/private sector actors get support from the Ministry? Accessing the Ministry is extremely difficult	The so-called cumbersome government procedures are intended to ensure that things are done the right way but not to create roadblocks e.g. the PPDA procurement process
17.	Linking of extension with other supportive services should be strengthened and institutionalized just like Extension-Research	
18.	Weakness on extension delivery has been focused on NAADS only. There is need to evaluate/analyze performance of other complementary sectors such as MAAIF and LGs at all levels as key stakeholders in the AEAS delivery	Most of the institutions including MAAIF did not play their roles due to the design of NAADS - "eyes on, hands off" which turned to "eyes off, hands off"
19.	Performance based extension system should be across the board involving all actors so that there is efficiency and effectiveness in AEAS delivery.	Extension to be supply rather than demand-driven. More innovative ways will be explored
20.	How is the Ministry going to guard against political interference	This time round awareness has increased. It is however difficult to divorce politics from development programmes
21.	How is single spine going to work? How is coordination from the district to centre going to work?	Single spine was a proposal by stakeholders.
22.	The reform should have considered the option of strengthening NAADS first. Has the proposal of submerging NAADS into the Ministry considered the high salary of District NAADS Coordinators (DNCs)? There is need to facilitate the extension workers appropriately implying the need for sufficient funds in agriculture sector as per CAADP recommendation.	Not only DNCs, but everybody should be remunerated well and extension workers have to be facilitated to do their work
23.	There is reservation in having Directorate of agriculture extension - how will it ensure that livestock interests are taken care of?	Extension has and will always address crops and livestock.

24.	Government needs to address the aspect of processing facilities and revival of cooperatives. There is need for policies that will promote private sector participation, inclusiveness and involvement of the private sector in policy development is essential	There is a department of agri-business in MAAIF which is to be elevated to Directorate in the reform and therefore this will handle all aspects of post production i.e processing and marketing.
25.	National Resistance Movement (NRM) was not consulted as stated because NRM caucus on agriculture does not exist. Similarly, Parliament was not consulted	NRM caucus on agriculture exists and was consulted as it was constituted in Kyankwanzi for this purpose. Consultation was made with relevant Parliamentary committees
26.	Distribution of inputs be left to government to ensure inclusiveness and effectiveness	Currently the private sector meets only 20% of demand for seeds. This is because the private sector only responds to seed demanded by market. For the time being, the Government will fill the gap in seed availability as well as address the other neglected agricultural inputs as the private sector builds their capacity.
27.	There are very many NGOs/CSOs that are doing commendable extension services hence the need to draw lessons from them to incorporate into reform	
28.	A vibrant private sector can handle AEAS much better than government	Inclusiveness of private sector will be pursued

3.0 SYNTHESIS OF KEY MESSAGES

Basing on the presentations (plenary, panel and side events) and discussions, innovation exhibitions and sharing of experiences, the pertinent issues that emerged from each of the sessions for noting and/or follow-up have been itemized below.

Session 1: Overview of AEAS and UFAAS

The key aspects of this session included: global/regional perspective of AEAS, overview of UFAAS, keynote address and official opening.

- i. Interventions to transform agriculture in Africa are coordinated under Pillar IV of CAADP with mandate for agricultural research, technology dissemination and adoption. Implementation is through FARA and through AFAAS. Though AFAAS with the responsibility for AAS operates under the ambit of FARA, it maintains autonomy and has a separate governance structure.
- ii. As of October 2013, AFAAS has membership totaling 37 countries of which six (6) have established Country Forums (though at different stages of functionality). The Uganda country Chapter (UFAAS) is currently the core learning platform for innovations in Africa.
- iii. UFAAS embodies a wide range of AEAS actors that include academia, public sector, research, NGO's/CSO's, private sector, farmer organizations, and the media.
- iv. MAAIF is currently carrying out reforms on AEAS and is incorporating lessons learnt from NAADS implementation and remains open to receiving ideas from stakeholders.
- v. MAAIF appreciates UFAAS and is ready to provide support for it.
- vi. Given that agricultural extension is a professional area, Parliament supports single spine approach with one stop point as centre of authority for registration of professionals. It supports the need to form a professional body to regulate activities of agricultural extension service providers.
- vii. As corroborated by capacity assessment results, the AEAS will benefit from adequately remunerated, efficient, and effective providers blessed with commensurate incentives and enhanced skills development.
- viii. The successes and failures of the past extension and advisory approaches need to be contextualized to inform Uganda's AEAS policy direction.
- ix. UFAAS is not synonymous with NAADS; UFAAS brings the different AEAS actors (including NAADS) together.

- x. AEAS plays a significant role in stimulating economic growth, reducing poverty, and improving food and nutrition security in Africa; yet AEAS is inadequately emphasized and funded.
- xi. An ideal AEAS system should be clientele-oriented, all inclusive and all for stakeholder participation at all levels.
- xii. AEAS is challenged by lack of a nation-wide framework for supporting institutional development of AEAS; lack of mechanisms to develop synergies between AEAS actors; lack of an effective information exchange forum; low capacity of AEAS to address current challenges and low level of networking and partnership.
- xiii. Achieving national food security, increasing household income / poverty alleviation, and building social capital are important elements of an efficient and effective AEAS system.
- xiv. The private sector should increasingly engage in providing AEAS while the Public sector limits itself to coordination, financing, regulation, capacity development and offering public goods and services.
- xv. Public - private partnerships are crucial for effective AEAS.
- xvi. Despite decline of agricultural contribution to GDP as opposed to other sectors e.g. industry and services, the agricultural sector remains a major sector driving the country's economy.
- xvii. There is need for critical examination on how the policies have affected the agricultural sector and more specifically the extension/advisory service delivery.
- xviii. Lessons should be borrowed from successful case studies, as reforms are being proposed e.g. the Asian Tigers (focusing on small holders).

Session 2: Strategic Plan / Group Work

Among the key objectives of the conference was to create awareness on UFAAS strategic direction. Whereas a strategic plan has been developed, it had not been shared widely to attract input from other stakeholders. This forum therefore provided opportunity to receive feedback on the strategic plan from the participants. Emerging issues in this respect are highlighted below.

- i. The UFAAS Concept and Strategic Direction are acceptable to stakeholders.
- ii. Mobilization of stakeholders in AEAS should be done across the country and regional/district focal points established.
- iii. Need for regulation of AEAS provision (setting standards/guidelines for AEAS provision, adhering to ethical conduct and set system for rewarding sanctioning

actors). This will necessitate the formation of a professional body in tandem with health and other sectors.

- iv. Inter-linkage between the thematic areas of the strategic plan will improve the efficiency of UFAAS operations.
- v. Functional linkages through PPP (e.g. research and extension) will improve the velocity of knowledge and information sharing. Similarly, organizing of farmers to form associations will facilitate farmer to farmer extension service delivery.
- vi. The utilization of ICT in AEAS is the way to go because of its cost effectiveness and reach.
- vii. One of the avenues to professionalize AEAS is through continuous performance assessment that will necessitate annual renewal or validation of professional practicing license. The minimum requirement for registration as an AEAS provider will have to be determined.
- viii. Harmonizing training curriculum has to be hastened. As part of continuous professional capacity development, refresher training for service providers has to be encouraged.
- ix. Identification of viable partners and building sustainable partnerships are a pre-requisite for effective lobbying and advocacy.

Session 3: Innovative Approaches

The plenary presentation, discussions and innovation exhibitions were all aimed at encouraging sharing experiences and learning lessons from AEAS innovations nationally, regionally and globally. The other primary aspect hinged on identifying appropriate AEAS innovations with potential for scaling up. Key emerging issues included the following.

- i. Innovation is a deliberate application of knowledge and information to deliver service. They involve risks that at times scare off the private sector initiatives. However, stakeholders ought to be sensitized to recognize innovation irrespective of the scale.
- ii. Deliberate effort should be made to identify and document the existing innovations possibly through studies.
- iii. Building a pool of paraprofessionals (input suppliers/stockists, artisans etc) to support extension delivery is possible through distance learning as practiced in India and Cambodia.
- iv. The utilization of ICT in AEAS is not only cost effective by reaching many more farmers and other beneficiaries but the use of radio and mobile phones facilitates interactive dialogues between actors, providers and the beneficiaries.
- v. Within minimum incentives in place, voluntarism can provide ground for sustainable source of AEAS.

- vi. Business development approach can be used as a bait to interest young graduates to engage in AEAS activities.
- vii. It is possible to amalgamate approaches to increase the effectiveness and efficiency of AEAS.

Session 4: Proposed AEAS Policy Reforms

The MAAIF has made proposals on the direction of AEAS in Uganda. These proposals have been put in place following consultative processes with stakeholders and drawing from the lessons of NAADS intervention. The proposal has been forwarded to Cabinet for ratification. The Ministry therefore presented highlights of the proposed reform with emphasis on the principles guiding the process and its implementation. The key issues that emerged were:

- i. MAAIF and government in general appreciate UFAAS; are ready to support UFAAS; and are open to ideas.
- ii. Policy can be enacted through legislation, or pronounced through proclamation or decree. NAADS as enacted through legislation was successful. However, proclamations lead to role conflict.
- iii. Government is not satisfied with the performance of the current AEAS through the NAADS programmes.
- iv. There are limited AEAS service providers as reflected in the low SP: farmer ratio, which affects the quality and timeliness of services received by farmers.
- v. The current AEAS provider, NAADS is looked at in isolation of all the supportive organs and structures and all the weaknesses are blamed on the programme. However, a thorough analysis of the entire system needs to be done to inform the proposed reforms.
- vi. The AEAS structural reform should be guided by the type of desired AEAS system.
- vii. The proposed policy reforms are not comprehensive arising from the limited scope of the task force that prepared the proposals.

4.0 RECOMMENDATIONS

a. AEAS Reform Process

The current reform of AEAS by government that aims at improving agricultural extension/advisory service delivery is a timely undertaking. In order to enrich the process the conference participants recommend thus:

1. Global / regional trends in AEAS should be taken into consideration while formulating the new policy direction.
2. An effective, efficient and innovative AEAS embodies a multi-pronged / sectoral approach. Whereas the lessons for the reform have been largely based on critical analysis of the NAADS programme, there is need to similarly evaluate other key stakeholders such as MAAIF, Local Governments, private sector (including NGOs/CSOs) as well as farmers to draw other lessons therefrom. In addition, domesticating lessons from successful case studies of reforms in developing countries like India and Cambodia will be useful.
3. Designing of new policy requires beginning with “form” to set level ground for fitting in the “structures” and not vice versa.
4. Robust reform policy should extend beyond addressing the mandate and institutional arrangements of AEAS to embrace regulatory, financial, planning, and capacity development aspects.
5. Pluralistic approach to AEAS delivery involves all key actors, attracts offshore resources (skills, financial, material etc), and promotes pro-active inter-dependence of players and beneficiaries alike. This is the way to go for a sustainable AEAS system.
6. Extension / advisory service delivery should be completely divorced from input (seed, equipment etc) supply except for demonstration purposes.
7. Use of ICT in AEAS ought to feature prominently in the reform process given its effectiveness, versatility, and cost efficiency (web based and social network platforms require emphasis).
8. In-built provisions should be made to ensure that all actors in AEAS system are subjected to regular performance assessments in order to maintain minimum acceptable standards and/or constant improvement of quality of services.
9. Whereas linking extension to research does not necessarily require emphasis, institutional linkages with other sectors or players is vital for sharing of lessons and experiences.
10. Inclusiveness remains pivotal to an ideal AEAS system as it targets clientele needs and fosters accountability through subsidiarity, active farmer participation and ownership by intended beneficiaries. All stakeholders along the value chain including policy makers should be well informed pro-active players. The reform should therefore aim at devising such a system.

11. There is need to refocus and have a comprehensive AEAS aiming at achieving national food security, increasing household income/poverty alleviation, and building social capital.
12. In the new AEAS system, the public sector role should be well defined and limited to coordination, co-financing, regulation, capacity development of actors through training, and ensuring favorable policy environment as well as providing supportive public goods and services.
13. There is urgent need to review and harmonies AEAS training curriculum as part of the reform process to focus human skill capacity development.
14. Other lessons to boost the AEAS reform process should be derived from the many NGOs/CSOs that are doing commendable extension services

b. Public / Private sector engagement

1. UFAAS stands out clearly as an institution with potential capacity to alleviate many of the glaring challenges facing AEAS system todate. It therefore deserves support from government, private sector and all AEAS actors.
2. Government should provide a favourable environment for the private sector to participate in AEAS.
3. The apparent disconnect between public and private sector need to be re-constructed through building synergies especially with regard to innovations.

c. UFAAS development

1. Mobilization of stakeholders in AEAS and awareness creation on UFAAS should be done across the country with regional/district focal points facilitated to champion the cause.
2. In order to improve the efficiency of UFAAS operations, the inter-linkages between the thematic areas of the strategic plan require strengthening.
3. The culture of documenting and sharing information on innovations should be improved. In this respect, UFAAS is urged to initiate studies on innovations. In addition, incentives for scaling-up need to be devised.
4. UFAAS should collaborate with MAAIF and other stakeholders in exploring the best and most effective way to build a pool of paraprofessionals to support AEAS delivery.
5. As one of the avenues to assure quality of services, there is need to form a professional body of AEAS actors as a point of authority for registering / de-registering professional agricultural extension agents.
6. UFAAS to urgently study the inventory of capacity building needs of extension workers, policy makers, and managers of extension services and determine appropriate levels at which these are needed and generate proposals on how these aspirations could best be handled.

7. Partnership is very crucial in AEAS delivery. UFAAS has to identify and build database of critical associates and develop realistic partnership strategy.
8. UFAAS should develop a viable communication strategy to enhance networking among actors and other stakeholders.
9. The utilization of ICT in AEAS is not only cost effective by reaching many more farmers and other beneficiaries but the use of radio and mobile phones facilitates interactive dialogues between actors, providers and the beneficiaries.
10. Within minimum incentives in place, voluntarism can provide ground for sustainable source of AEAS.
11. Business development approach can be used as a bait to interest young graduates to engage in AEAS activities.
12. It is possible to integrate approaches to increase the effectiveness and efficiency of AEAS.

5.0 CONFERENCE EVALUATION

The conference enabled lesson learning from the overall organisation that will improve future events. The respective lessons learnt have been highlighted below.

- i. The conference objectives were all adequately met (Figure 5)

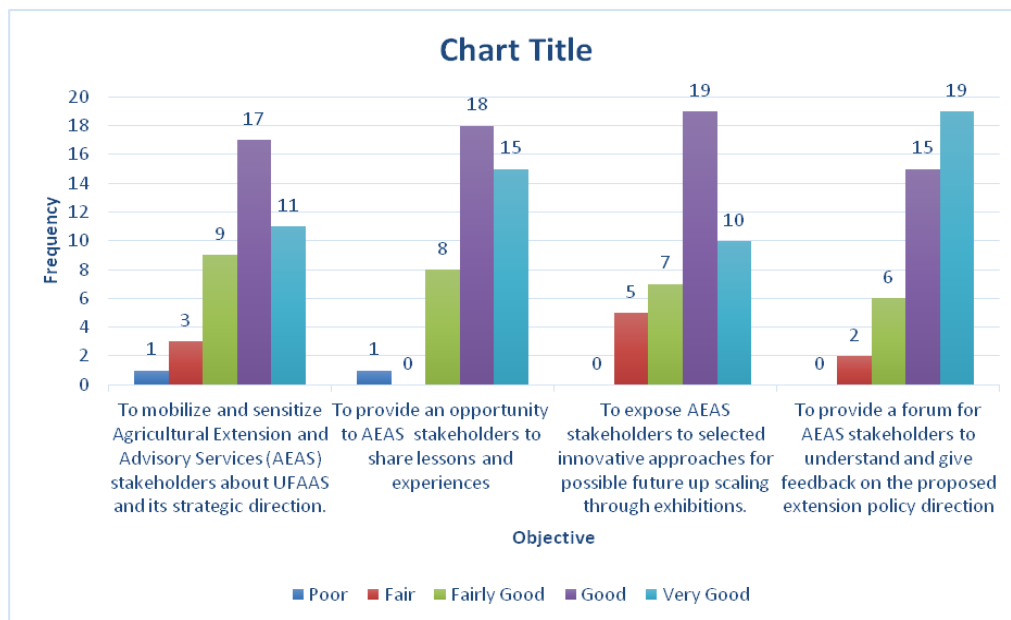


Figure 5: Extent to which conference objectives were met

- ii. The facilitation and learning methods used were all good

Table 5: Rating of facilitation and learning methods

	Method	Percentage of respondents				
		Poor	Fair	Fairly Good	Good	Very Good
a)	Interactive presentations (n=40)	0	5.0	17.5	42.5	35.0
b)	Plenary discussions (n=42)	0	0	26.2	45.2	28.6
c)	Group work (n=41)	2.4	2.4	29.3	43.9	22.0

iii. The conference arrangements and logistics were generally good

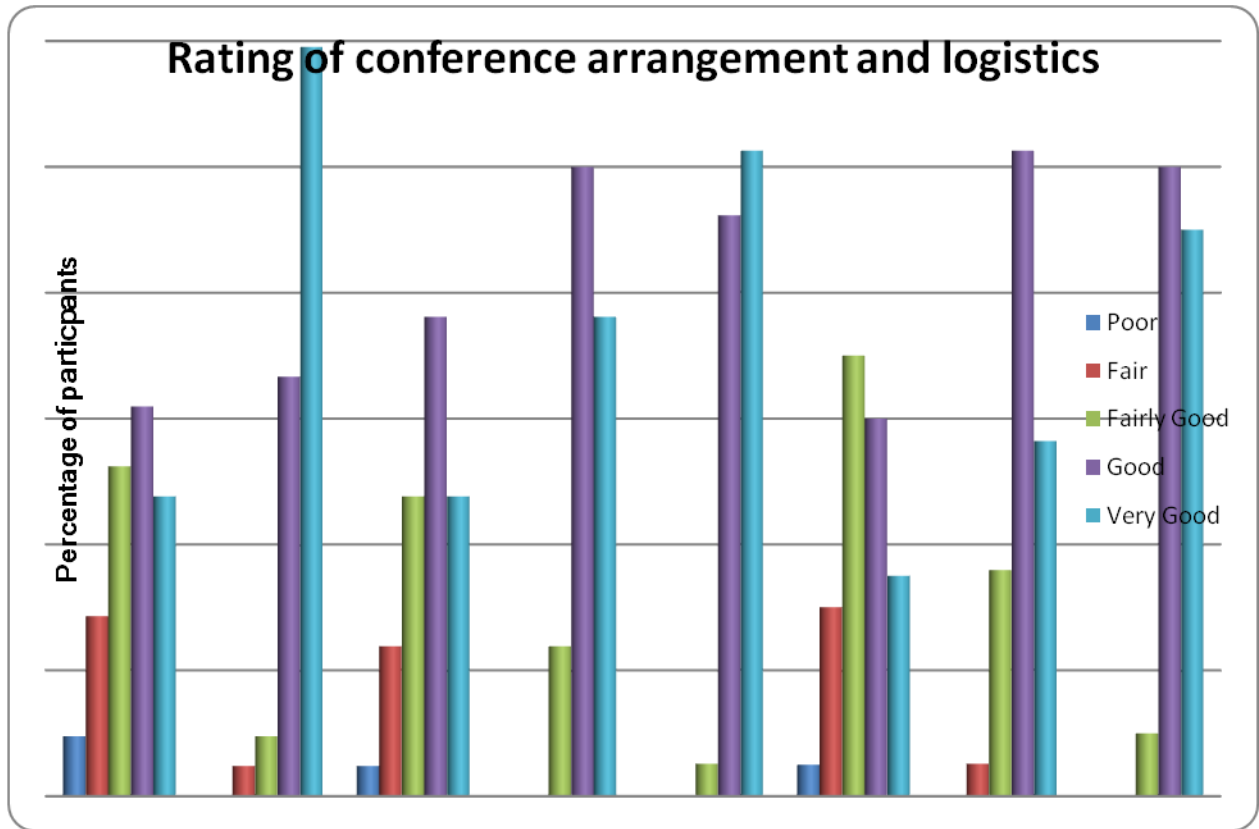


Figure 6: Rating of conference arrangements and logistics by participants

iv. General observations/comments

a) What was considered the most beneficial aspect of the conference

In order of preference, the participants considered the top four as: stakeholder experience sharing and networking; the new AEAS policy direction; AEAS innovation approaches; and finally increased awareness on UFAAS. This has been depicted on Figure 7.

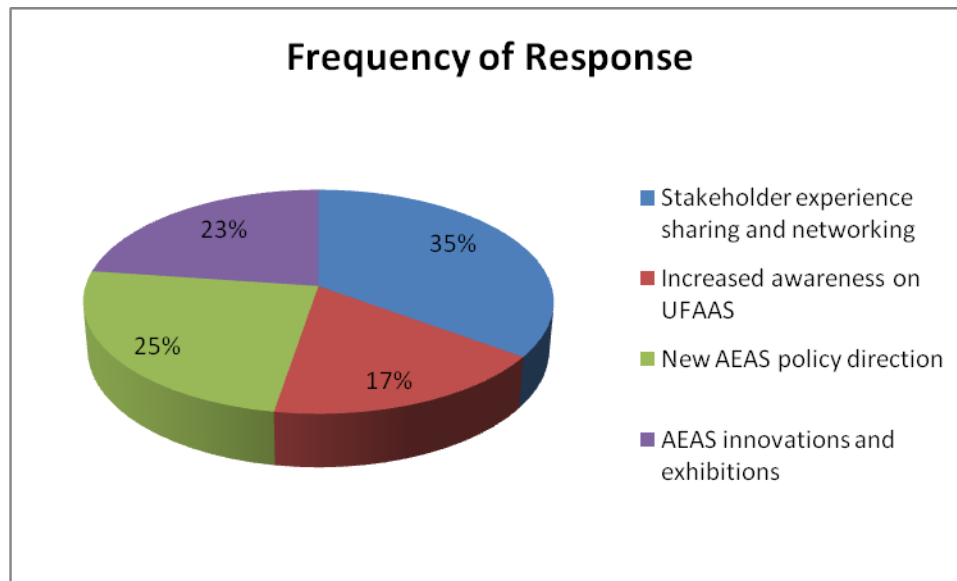


Figure 7: The most beneficial aspect of the workshop

b) What was liked the least

Proportionally, about 60% of respondents felt that failing to provide allowances (out of pocket and subsistence) is what they liked least. About the same percentage stated that improper time management during the conference, inadequate time to cover the topics and discussions as well as late starting did not go down well with them. Invitation to display innovations of AEAS did not receive adequate publication thus disfranchising would be exhibitors from doing so. The present trend of AEAS especially where the extension system still remains under the yoke of international agents (donors) proved despicable. Mention was also made about the exclusion of agricultural teachers in secondary schools as AEAS professionals.

c) How the knowledge and experiences will be applied

The majority of participants, close to 80% affirmed that they will share / disseminate the knowledge, information and experience acquired at the conference with colleagues and other relevant stakeholders. In so doing, they pledged to be goodwill ambassadors of UFAAS and would undertake to popularize its objectives. About 20% intend to introduce some of the AEAS innovations learnt to their farmers. Lastly, the knowledge would be used to inform new directions in curriculum development for higher institutions of learning.

d) What was missed in the conference

Innovations on livestock may not to have unambiguously come out. Similarly, agricultural financing would have been included. Some participants were of the view that a documentary depicting different AEAS innovative approaches that are credited for providing effective and efficient advisory services would have grounded the message better. Integration of indigenous farmers' knowledge in the current AEAS reforms would possibly have increased farmers ownership of the process.

e) Recommendations to improve future conference organisation

The participants made a couple of recommendations as extracted from the conference evaluation tool. These recommendations ranged from financial, communication and time management concerns to aspects intended to improve UFAAS visibility and inclusiveness in the proposed AEAS reforms. They included the following:

- i. Need to facilitate participants with out of pocket, subsistence and fuel. It was suggested that UFAAS meets the full cost of participation.
- ii. In order to effectively publicize the convening of similar future conferences, it is advisable to use local advertising media to reach all stakeholders including those from hard to reach areas.
- iii. Mobilization of participants to the conference should be done early enough using all appropriate channels of communication.
- iv. More time should be allowed for sharing of experiences by stakeholders during the conference.
- v. Good time management should be observed to ensure that all scheduled activities are adequately dealt with.
- vi. There is need to deepen sensitization on UFAAS to regions and districts
- vii. Include more farmers from across the country to participate in debating the new AEAS direction.

ANNEXES

Annex 1a: Participants at the National AEAS Conference

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Annex 2: Conference programme

Date/Time	Session	Responsible
DAY ONE - 23 OCTOBER 2013		
08.00 - 09.00am	Registration of participants	Organizing Committee
Session 1: Opening session		
Chairperson: Mr. Charles Ogang		
09:00 - 09:30am	Welcome remarks and Conference Introduction	Chief Facilitator
09:30 - 10:00am	Overview of Uganda Forum for Agricultural Advisory Services (UFAAS)	Dr. Margaret Najjingo Mangheni - UFAAS Chairperson
10:00 - 10:30am	Keynote Address: Toward an effective, efficient and innovative Agricultural Extension and Advisory Services (AEAS) : The Regional Perspective	Hon. Aggrey Bagiire
10:30 - 10.50am	Official Opening Address	Hon. Minister of Agriculture, Animal Industry and Fisheries, Uganda
10:50 - 11:10am	Tour of the innovative Approaches by the Hon. Minister and Group Photograph	Dr. Miiro Richard
<i>11:10-11.30am</i>	<i>Tea / coffee break</i>	<i>Hotel</i>
Session 2: Thematic Presentations and Discussions		
Chairperson: DrKibwiika Paul		
11.30 - 12.00pm	Presentation of the Strategic plan	UFAAS Focal Person - Mrs. Beatrice Luzobe
12.00 - 12.40 pm	Group Sessions	
	Group 1:	Group 2:
	1. Institutional Strengthening and sustaining of an AEAS System <i>Facilitators: Mr. Augustine Mwendya and Mr. Samuel Galiwango</i>	2. Networking and Information Sharing <i>Facilitators: Ms. Anke_Weisheit and Mrs. Beatrice Luzobe</i>
	Group 3:	Group 4:
	3. Capacity Development of AEAS stakeholders (including needs) 4. Professionalizing and standardizing the AEAS members <i>Facilitators: Mr. Francis Alacho, Dr. Christopher Bukenya and Mr. Charles Aben</i>	5. Lobbying and Advocacy for a conducive environment for AEAS stakeholders <i>Facilitators: Dr. Margaret Mangheni, and Dr. Anthony Mugisha and Ms. Agnes Kirabo</i>

Date/Time	Session	Responsible
12:40 - 01.30 pm	Presentation of group session highlights and recommendations	Group Rapporteurs
01:30 - 02.30 pm	<i>Lunch break</i>	<i>Hotel</i>
Session 3: AEAS Innovative Approaches		
Chairperson: Dr. Roselline Nyamutale		
02:30 - 03:00 pm	Presentation on AEAS Innovative Approaches	Dr. Dan Kisauzi - CIKM Advisor
03:00 - 03:30 pm	Discussion on innovative approaches	
03:30 - 04:30 pm	Exhibition of AEAS innovative Approaches	Dr. Richard Miiro- Co-Facilitator
04:30 - 05.00 pm	<i>Tea break</i>	<i>Hotel</i>
DAY TWO - 24 OCTOBER 2013		
Chairperson: Mr. Peter Ajungo		
08:30 - 09:30 am	Re-cap of day one	Dr. Richard Miiro- Co-Facilitator
09:30 - 10:30 am	Sharing Experience (Panel)	Selected actors from the field (Public, Civil Society, Private Sector, FO/farmer)
10:30 - 11.00 am	<i>Tea break</i>	<i>Hotel</i>
Session 4: Agricultural Extension and Advisory Services Policy		
Chairperson: Hon. Mathias Kasamba		
11:00 - 11:30 am	Proposed Reforms in Uganda Agricultural Extension System	Review Task Force - MAAIF
11:30 - 12:30 pm	Panel Discussion	Public rep, Development Partners, Civil Society, Academia, Private Sector, FO and Media
12:30 - 01:30 pm	Synthesized key messages from sessions 1-4	Chief Facilitator
01:30 - 02:00 pm	Closing Ceremony	PS Agriculture
02.00 - 03:00 pm	<i>Lunch break</i>	<i>Hotel</i>
Session 5: Annual General Assembly		
03:00 - 03:15 pm	Briefing and constituting the general assembly	Co-Facilitator
03:15 - 03:40 pm	Presentation of the Annual Report	UFAAS Chairperson
03:40 - 04:10 pm	Election and presentation of the Executive Members	Returning Officer, Max Olupot
04:10 - 04:30 pm	Endorsement of the Constitution and Strategic plan	Focal Person - Beatrice Luzobe
04:30 - 05:00 pm	A word from the elected Chairperson	Elected Chairperson
	Tea break and Departure	

Annex 3: Capacity development assessment tool

There are many common needs shared among AEAS actors, though the specific details may vary. The most common needs for strengthening capacity for extension workers are indicated in the matrix below. Please tick where you feel capacity gaps exist in your particular case

Section A: Capacity gaps

Common Need	Tick where applicable
Managing relations with external partners	
Effects of trends on AEAS for example climate change, HIV, population explosion, gender etc	
Participatory methodologies	
Knowledge and skills in emerging and innovative financial service delivery and other embedded services in the agricultural value chain	
Exploring new knowledge, Skills and infrastructure needs of advisory and extension services along agricultural value chain and their capacity enhancement	
Understanding the trends in globalization, market liberalization, privatization and decentralization on AEAS	
Use of ICTs in AEAS	
Planning, implementing, Monitoring and evaluation of extension programmes	
Forms of farmer organizations and the most appropriate in given situations (groups, associations and cooperative societies)	
Information collection and management	
Incentives and motivations for farmer participation	

Section B: Specific capacity gaps

Please state briefly what you consider as critical extension gaps

- i. Extension worker
- ii. Policy makers - Parliamentarians
- iii. Managers of extension services

Section C: Partnership

- i. Who are your current partners?

ii. What benefits do you derive from this partnership?

No	Benefits	Tick
1.	Resource accessibility	
2.	Training opportunities	
3.	Innovations	
4.	Recognition	
5.	Other (<i>specify</i>)	

iv. What channels of communication do you prefer for continued sharing with UFAAS?

v. In order of priority list at least three most preferred channels of communication

Section D: Information about yourself. Place a check next to all that apply.

Sector	Tick where applicable	Location (District)
Policymaker		
Government/Public		
Private, For-Profit		
Private, Non-Profit (civil society)		
Academia		
Research		
Media		
Farmer Organization		
Farmer		
Development Partner		
Other (<i>specify</i>)		

*Thank you for taking time to complete this questionnaire.
We have enjoyed working with you*

Annex 4: Innovative approaches assessment tool



AFRICAN FORUM FOR AGRICULTURAL ADVISORY SERVICES

FORM FOR ASSESSMENT OF AN AGRICULTURAL EXTENSION AND ADVISORY SERVICE (AEAS) APPROACH FOR INNOVATIVENESS

SECTION A: INFORMATION ABOUT THE AEAS APPROACH PROMOTER

A.1. Organisation Promoting the Approach:

A.2. Physical Address:

A.3. Postal Address:

A.4. Landline Telephone No.:

A.5. Email address:

A.6. Contact Person:

A.7. Designation of Contact person:

A.8. Email address of contact person:

A.9. Mobile Telephone No. of contact person:

SECTION B: GENERAL DESCRIPTION OF THE *AEAS* APPROACH BEING PROMOTED

B.1. Title of the Approach:

B.2. What is/ are the key problem(s)/ opportunity(ies) that the approach is looking to solve/ exploit? (100 words)

B.3. What is/ are the innovation(s) that are directed at solving or contributing to solving the problem/ exploiting the opportunity? (150 words)

B.4. What are the origins of the promoted *AEAS* approach? (150 words)

B.5. What are the key changes that the approach aims to bring about in the behaviour of *AEAS* providers? (50 words)

B.6. What are the key changes that the approach aims to bring about in the behaviour of farmers? (50 words)

B.7. What are the key changes that the approach aims to bring about in the behaviour of other value chain actors? (50 words)

B.8. What is the current geographical coverage of the approach by the promoter organisation?

B.9. How many AEAS providers are using the approach in the promoter Organisation?

B.10. How is the promotion of the approach by the promoter organisation being funded? (Insert table of budget by funding source by year)

B.11. How long has the approach been used by the promoter organisation?

B.12. How many farmers (by gender) have been reached by the approach per funded year?

B.13. Any other information relevant for assessing the approach (150 words)

SECTION C: DESCRIPTION OF THE APPROACH WITHIN THE FRAMEWORK OF THE AFAAS ASSESSMENT CRITERIA

Assessment questions in this section were derived from criteria developed in a participatory workshop by the Country Focal Persons and the Facilitators of Communication, Information and Knowledge Management for the AFAAS Project funded by the International Fund for Agricultural Development (IFAD). The project countries are Burkina Faso, Malawi, Mozambique, Sierra Leone and Uganda.

- *Questions 1 - 9 were derived from the criteria rooted into the principles that should guide Africa's agricultural productivity efforts as laid out in the Framework for African Agricultural Productivity¹;*
- *Questions 10 - 15 were derived from criteria added by the workshop participants.*

C.1 *(FAAP Empowerment Principle): Does the approach empowers farmers and value chain actors to participate meaningfully in setting priorities and work programs? (Maximum 100 words)*

C.2 *(FAAP Subsidiarity Principle): How does the approach give responsibility and control over resources to the beneficiaries at the appropriate level of the value chain? (Maximum 100 words)*

C.3 *(FAAP Pluralism Principle): Does the approach allow delivery of AEAS services by other actors? If so how does it do so e.g. by allowing/ synergising the participation of AEAS providers from the public sector/ private sector/ NGOs etc to contribute skills and knowledge to the same target beneficiaries? (Maximum 100 words)*

C.4 *(FAAP Evidence- base Principle): How does the approach integrate external and internal evidence of knowledge, success and sustainability in terms on livelihoods and economic considerations? (Maximum 100 words)*

¹Framework for African Agricultural Productivity (2006) pages 7-8 (<http://goo.gl/F89E3>)

C.5 *(FAAP Integration of Research Principle):* What are the knowledge management² mechanisms used in the approach for interacting with the research, capacity building institutions and the private sector? *(Maximum 100 words)*

C.6 *(FAAP Principle for Explicit incorporation of sustainability criteria):* How does the approach address the issues of fiscal, economic, social and environmental sustainability? *(Maximum 200 words)*

C.7 *(FAAP Principle of Systematic utilisation of improved management information systems):* How are processes for the operations and management of the approach documented? *(Maximum 100 words)*

C.8 *(FAAP Principle on introduction of cost sharing):* How are the costs shared with the beneficiaries? What mechanisms are used to ensure that cost sharing is done on basis of ability to pay? *(Maximum 100 words)*

C.9 *(FAAP Principle on integration of gender):* How are gender and special interest groups mainstreaming at all levels in the approach? *(Maximum 100 words)*

C.10 *(Scalable and adaptability):* What are the pre-conditions (social, economic, cultural, environmental, political, institutional) that would have to be met/ be in place for the approach to be used by other organisations? *(Maximum 100 words)*

C.11 *(Value chain considerations/ market orientation):* How does the approach integrate actors in the value chain and link to markets? *(Maximum 100 words)*

² Knowledge management is defined here as including the processes that are used to acquire/ generate data, to analyse data to generate information, internalize information through learning, monitoring, evaluation and reflection within the approach for purposes of guiding decision making.

C.12 *(Use of modern Information and Communication technology [ICT]):* What modern ICT are used in the approach for communication, information and knowledge management? How are they used and for what? *(Maximum 100 words)*

C.13 *(Integration of linkages to support services):* How does the approach link beneficiaries to sources of support such as financial services, business development services, inputs suppliers, etc? *(Maximum 100 words)*

C.14 *(Indigenous knowledge):* How does the approach take into consideration indigenous knowledge? *(Maximum 100 words)*

C.15 *(Incentives to AEAS agents):* How are AEAS agents who participate in the approach incentivised? *(Maximum 200 words)*

Annex 5: Workshop evaluation tool

This questionnaire has two types of questions. Please follow the instructions carefully.

Section A: Achievement of course objectives:

Using the scale of 1-5, rank (by ticking the relevant column) the level to which the workshop has enabled you to do the following:

The Scale:

1 = Poor, 2= Fair, 3= Fairly Good, 4 = Good and 5=Very Good

	Objective	1	2	3	4	5
1.	To mobilize and sensitize Agricultural Extension and Advisory Services (AEAS) stakeholders about UFAAS and its strategic direction.					
2.	To provide an opportunity to AEAS stakeholders to share lessons and experiences					
3.	To expose AEAS stakeholders to selected innovative approaches for possible future up scaling through exhibitions.					
4.	To provide a forum for AEAS stakeholders to understand and give feedback on the proposed extension policy direction					

Section B: Facilitation and learning methods

Rank the effectiveness of the following facilitation/learning methods used in the conference

	Method	1	2	3	4	5
1.	Interactive presentations					
2.	Plenary discussions					
3.	Group work					

Section C: Conference arrangements and logistics

Using the same rank, indicate your level of satisfaction with the following

		1	2	3	4	5
1.	Information given prior to workshop					
2.	Venue - conference room					
3.	Learning and reference materials provided					
4.	Meals					
5.	Conference theme and content					
6.	Exhibition					

7.	Overall organisation					
8	Conference branding (bags, pens, banner etc)					

Section E: General Observations/Comments

Write your responses in the spaces provided

1. What do you consider the most beneficial aspect of the Conference?
 - i.
 - ii.
 - iii.

2. What did you like least?

3. How will you apply the knowledge and experiences you have gained from the Conference?

4. List the items that were not covered but which you feel should have been covered

5. Any recommendations to improve future conference organisation

Section F: Information about yourself. Place a check next to all that apply.

Sector	Tick where applicable
Policymaker	
Government/Public	
Private, For-Profit	
Private, Non-Profit (civil society)	
Academia	
Research	
Media	
Farmer Organization	
Farmer	
Development Partner	
Other (specify)	

Thank you for taking time to complete this questionnaire.

We have enjoyed working with you