

REPORT

NAADS SENSITISATION WORKSHOP FOR SCIENTISTS AND TECHNICIANS OF NAMULONGE AGRICULTURAL AND ANIMAL PRODUCTION RESEARCH INSTITUTE (NAARI)

**AT
NAMULONGE RESEARCH INSTITUTE**

1/12/2001

Organised by NAADS Secretariat

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TABLE OF CONTENTS

	Page
Table of Contents	i
List of Acronyms	ii
Introduction	1
Workshop proceedings	1
Overview of NAADS	1
Brainstorming and Analysis of Responses	2
Thematic questions	3
Group discussions	5
Plenary Presentations and Clarifications	5
Areas of Collaboration	16
Participants Recommendations	16
Workshop Evaluation	16
<i>Appendix I: List of participants</i>	<i>19</i>
<i>Appendix II: Programme for the Day</i>	<i>21</i>
<i>Appendix III: Overview of NAADS</i>	<i>22</i>

LIST OF ACRONYMS

LGDP	Local Government Development Programme
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MPED	Ministry of Finance, Planning and Economic Development
MIS	Management Information System
NAADS	National Agricultural Advisory Services
NAARI	Namulonge Agricultural and Animal Production Research Institute
NARO	National Agricultural Research Organisation
NGO	Non-governmental Organisation
PMA	Plan for Modernisation of Agriculture

NAADS SENSITISATION WORKSHOP FOR SCIENTISTS AND TECHNICIANS OF NAMULONGE AGRICULTURAL AND ANIMAL PRODUCTION RESEARCH INSTITUTE (NAARI) HELD ON 1/12/2001.

INTRODUCTION

There were forty-six participants, excluding the team of facilitators, (see Appendix 1). The programme for the day is shown in Appendix II. The Guest of Honour was Mrs. Fina Opio, the Director NAARI. The team of facilitators included: Dr. F. Byekwaso, Dr. J. Oryokot and Ms. Agnes Akwang from NAADS and Dr. Sentumbwe Juliet from Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).

WORKSHOP PROCEEDINGS

Introductory/Opening Remarks

The Director NAARI welcomed participants and informed them that the purpose for the day's workshop was to sensitise them about NAADS. She then briefly introduced the facilitating team and requested them to fully introduce themselves. The participants then introduced themselves.

Overview of NAADS

Dr. Oryokot gave an overview of NAADS the details of which are given in Appendix III.

Brainstorming and Analysis of Responses for Group Discussions

Before brainstorming, Dr. Sentumbwe Juliet informed the participants that the method to use is a "participatory learning process" and the objective for this is to see that we learn from each other. The participants' inputs and views will be incorporated in the workshop and will be the basis of the workshop discussions and presentations. She informed participants that the first two years of the NAADS program will be trying out the different implementation modalities for the different NAADS interventions so that at the end of the two years, the best options will be taken up for nationwide implementation. This therefore implies that there was still chance for incorporation of their views in the NAADS programme for its perfection. She called upon them to actively participate in the workshop and freely propose ideas for improvement of NAADS.

The participants were then presented with cards on which to answer the question "What do you like to know about NAADS?" They were requested to write only one issue per card and a maximum of three issues per person.

Dr. Sentumbwe Juliet and Ms. Agnes Akwang grouped the participants' responses into themes. Table 1 shows a summary of their responses. It should be noted that there was similarity in several of the responses raised by the participants. For the purpose of this report, the similar responses are presented as one idea but not as often as they occurred.

Table 1: Thematic questions raised by participants

THEME 1	DESIGN PROCESS
	a) Does NAADS consider other districts apart from those they have started with? b) What were the criteria for selecting the pilot districts? Most districts are from the east! c) Has NAADS succeeded somewhere? d) How was NAADS perceived? e) How is NAADS different from the traditional extension service?
THEME 2	NAADS MANAGEMENT AND STRUCTURE
	a) Clarify NAADS staffing at lower levels. b) What is NAADS organisational structure? c) What employment opportunity is in NAADS and what qualification is desired? d) What is NAADS remuneration?
THEME 3	IMPLEMENTATION PROCESS
	a) How is NAADS operating? b) How and where shall the management information system and agricultural statistics database operate? c) What technologies does NAADS aim to deliver to farmers? d) If there is a good idea for a district, how can NAADS assist the district to embrace it though the district may not be aware? e) What milestones will NAADS establish in the 25 years in order to keep on track? f) How often will NAADS be monitoring to see that everyone involved is doing the right thing?
THEME 4	SERVICE PROVIDERS
	a) Will NAADS initiate and interest service providers to be functional and relevant? b) How will core staff in the districts be recruited? c) How is NAADS going to assist service providers such as input stockists and people who might want to establish produce stores? d) Explain delivery of services by private sector?
THEME 5	FARMER ISSUES
	a) How will the illiterate farmers be able to do the planning, monitoring etc.? b) How is NAADS to deal with farmers' lack of knowledge? Most farmers don't understand what they miss! c) How will the farmer fora be formed? d) How will NAADS empower farmers to demand given the conservatism of Ugandan farmers? e) Most people at village level are not anxious about group formation. What is NAADS going to do if people fail to make practical groups?

	f) Does NAADS require that farmers be organised into groups so that they can benefit maximally? g) How is the peasant farmer going to benefit from NAADS? h) What are the immediate services that NAADS can deliver to farmers? i) How can a progressive farmer acquire funds from NAADS since it is mandated to group farmers only?
THEME 6	MARKETING
	a) How will NAADS ensure that farmers will not get frustrated with their produce unsold? b) What are crops which NAADS need to consolidate upon in order to remove the poverty at grassroot level?
THEME 7	COLLABORATION
	a) What is the difference between NAADS and NARO? b) What is NARO/NAADS linkage? c) Are the technicians going to be of any importance in NAADS workplan? d) How does NAADS programme differ from NARO's outreach programme? e) To what level will NAADS collaborate with NARO? f) Is NAADS going to give NARO some funds for technology development? g) Will NARO staff be resource persons/contracted if they want? h) Will NAADS continue working with NARO for the 25 years?
THEME 8	FUNDING
	a) Will NAADS fund agricultural research and if so under what modalities? b) What is NAADS financial arrangement? c) When is the private sector expected to start funding NAADS? d) What mechanism is there to ensure that 75% funding in sub-county is properly utilised? e) Is NAADS to support promotion of finished research products or can it also support adaptive research? f) Donors always want to be identified. Will this be possible with basket funding? g) Will NAADS provide loans? What will be the terms for payment?
THEME 9	CHALLENGES
	a) What makes NAADS believe it will not fail like its predecessors b) What mechanisms are in place for NAADS to overcome seemingly more challenges than the NAADS components?

Group Discussions

The participants were asked to form four groups by randomly counting from one to four. They were to choose a chairperson and a secretary for each group. Each group got a set of questions to discuss and provide answers to. They were requested to note those that were not clear to them so that answers are provided in the plenary. Group 1 discussed theme 7; group 2 discussed themes 5, 6 and 9; group 3 discussed themes 2, 3 and 4 and group 4 discussed themes 1 and 8.

Plenary Presentations and Clarifications

Responses to Issues raised

Theme 1: Design Process

Does NAADS consider other districts apart from those they have started with?

Although NAADS programme has started with a few pilot districts, it eventually intends to cover the whole country.

What were the criteria for selecting the pilot districts? Most districts are from the east?

Selection of the six pilot districts was based on the following criteria:

- Compliance with the Local Government Development Programme (LGDP)
- Regional balance

Has NAADS succeeded somewhere? How was NAADS perceived?

NAADS has succeeded in Latin America and indeed a team from Uganda has visited the country to learn lessons. They reported success, however, they also noted that there was a lot of variability depending on the level of decentralisation. It was from such lessons and others from other parts of the world that NAADS was perceived, through a task force selected to look at various ways in which the extension service in the country could be improved. The task force looked at various modalities of extension service delivery from different parts of the world and the NAADS modal seemed to be the most feasible one.

How is NAADS different from the traditional extension service?

There are several new things in the NAADS programme as compared to the old extension service (see Appendix III). However, the most critical of these is that the extension service that will now be offered to farmers will be demand-driven and it will be provided by the private sector.

Theme 2: NAADS MANAGEMENT AND STRUCTURE

What is NAADS organisational structure?

MAAIF will have overall national responsibility for the programme, with oversight by the Ministry of Finance, Planning and Economic Development (MFPED), while Sub-county and District Local Councils and Administrations will be responsible for support supervision at their levels. Primary responsibility at the grassroots will be vested in the farmer groups that will be the prime clients of the advisory services – and their elected Farmer Forums at Sub-county, District and National levels. The participants were told that they would get the details of the overall institutional structure of the NAADS in the NAADS brochures. The participants were requested to note that NAADS is a normal district program and all operations would follow normal district programmes.

What employment opportunity is in NAADS and what qualification is desired?

Recruitment in NAADS secretariat was advertised in the newspapers and DAMA consultants did the recruitment. All jobs at the secretariat and the NAADS co-coordinator at district level are on contract.

Clarify NAADS staffing at lower levels.

In each participating district, the NAADS programme will finance contracting by the district of a NAADS co-coordinator. The coordinator will be responsible for ensuring the smooth operation of the NAADS programme and integration of NAADS Annual Work Plan and Budget into the District Development Plans. The other Subject Matter Specialists (SMSs) at this level will remain to carry out other technical services.

At sub-county level, the program will finance the incremental operating costs of a staff member to be assigned as sub-county NAADS co-coordinator. All other extension staff at this level will be 're-tooled' and are free to compete for employment under the NAADS private contract arrangement.

Theme 3: Implementation process

How and where shall the management information system and agricultural statistics database operate?

The establishment of a computerized MIS will be top priority for the development of NAADS information systems. The MIS shall incorporate information on programme activities and resources. It shall be designed to generate standard reports needed for routine planning, monitoring and evaluation at all levels. Support will be provided for regular updating of the system. The NAADS coordinators shall be trained in using and updating the MIS.

A database of agricultural statistics shall be maintained at all levels in collaboration with the Uganda Bureau of Statistics (UBOS).

What technologies does NAADS aim to deliver to farmers?

Technologies to be delivered to farmers are those that will be needed and identified by the farmers.

If there is a good idea for a district, how can NAADS assist the district to embrace it though the district may not be aware?

This can be done through the District Farmers Forum and the National Farmers Forum. These two fora shall participate in monitoring and evaluation of the progress of advisory services and participate in review of Local Governments plans for agricultural development.

What milestones will NAADS establish in the 25 years in order to keep on track?

Some of the major milestones include:

- Meeting strategic objectives
- Ensuring external technical auditing
- Establishing an MIS for NAADS
- Demand-driven technologies being delivered to farmers

How often will NAADS be monitoring to see that everyone involved is doing the right thing?

Programme monitoring will involve National and Local Government institutions responsible for managing the Programme. At National level, this includes establishment and maintenance of the NAADS Board and Executive, which is expected to oversee implementation of NAADS activities including supervision

and support to the districts. At Local Government level, coordinators will be supported to facilitate bottom-up planning processes, resource management, technical and financial auditing, oversight of service contracts and general monitoring and evaluation. In addition, a MIS will be established as the hub for monitoring the programme. The various management structures will set up their own monitoring plans as required.

Theme 4: Service providers

Will NAADS initiate and interest service providers to be functional and relevant?

Since the service providers will be paid fairly for the contracted work, it is expected that they will remain functional. In addition, NAADS will offer institutional support, set up standards for their operations and monitor their performance. Their relevancy will depend on needs identified by the farmers.

How is NAADS going to assist service providers such as input stockists and people who might want to establish produce stores?

NAADS has funds for only agricultural advisory services. However, NAADS will facilitate an orientation programme aiming at developing farmer institutional capacity in multi-stakeholder dynamics. In here, farmers will meet other stakeholders such as input suppliers, traders, and credit suppliers etc. to negotiate and learn about prices, quality standards and other relevant issues.

Explain delivery of services by private sector?

NAADS will, as a principle, rely on the private sector as the first option for providing advisory services to farmers. During the formative stage, capacity building will be undertaken for private sector institutions including NGOs and commodity associations that may wish to develop service provision capacity. The

government's role will be mainly limited to setting policies, rules and regulations, standards, and monitoring and evaluation.

Theme 5: Farmer Issues

How will the illiterate farmers be able to do the planning, monitoring etc.?

How is NAADS to deal with farmers' lack of knowledge? Most farmers don't understand what they miss!

How will NAADS empower farmers to demand given the conservatism of Ugandan farmers?

A core function of the NAADS programme will be to facilitate farmers acquire and enhance their capacity to access and take charge of the structures and processes that drive the advisory services. For this to happen, there will be need to first mobilize and then orient farmers so as to acquire new basic attitudes and capacities that will enable them to effectively control the NAADS. The programme support for capacity building will aim to facilitate farmers to organize themselves to demand agricultural advisory and other services, and to monitor and evaluate their own performance and that of service providers. The farmers' capacity building needs will be identified through a participatory planning process and will be met and financed through the contracts.

How will the farmer fora be formed?

Village level groups will federate to form Farmer Forums at Sub-county level that will eventually be replicated at District and National level. Farmers groups or associations that already exist, and new groups, based on needs and interest assessments, will be brought together and supported. NAADS will spearhead group and Forum formation, working alongside current efforts by community development agencies and NGOs that are prepared to do this.

Most people at village level are not anxious about group formation. What is NAADS going to do if people fail to make practical groups?

Does NAADS require that farmers be organised into groups so that they can benefit maximally?

Two ways in which an individual can benefit from NAADS is by either belonging to a group or residing in an area where a service provider has been contracted to carry out agricultural advisory services.

How is the peasant farmer going to benefit from NAADS?

What are the immediate services that NAADS can deliver to farmers?

The farmer will be empowered-particularly the poor and women-to demand and control agricultural advisory services. It will also increase farmer participation in decision-making. The NAADS will increase the availability of advisory and information services to farmers. It will increase farmers' involvement in technology development and improve their linkages with markets.

How can a progressive farmer acquire funds from NAADS since it is mandated to group farmers only?

A progressive farmer is assumed to be able to demand, seek and pay for agricultural advisory services as opposed to a poor farmer that is why s/he is not the priority target for the NAADS programme. However, a progressive farmer can act as a **link farmer** if a community selects him/her. A link farmer's role would be to act as resident links between the advisors and the farmers. Where their activities will have resource implications, non-monetary incentives will be provided and built into the service contracts of the advisors who use them as links. Link farmers may in their own rights be used as facilitators in the community participatory process of needs identification, priority setting and monitoring and evaluation.

Theme 6: Marketing

How will NAADS ensure that farmers will not get frustrated with their produce unsold?

NAADS is working hand in hand with other development programs and especially with other priority areas of the Plan for Modernisation of Agriculture (PMA). One of the priority areas of PMA is improve access to markets for agricultural produce. This will be done through several strategies such as: improving road network and market infrastructure, providing market information and improving storage and agro-processing, among others.

What are the crops, which NAADS needs to consolidate upon in order to remove the poverty at grassroot level?

Results of market survey should provide answers to agricultural products that are competitive and then the service providers should be in a position to advise the farmers accordingly.

Theme 7: Collaboration

What is NARO/NAADS linkage?

It was noted that the relationship between NARO and NAADS is complementary, both are priority areas under PMA. NAADS carries out agricultural advisory services (and other advisory services) however, it does not do research. On the other hand, NARO generates technology and disseminates the technologies to uptake pathways. NARO's outreach programme numerically responds to adaptive research but the operational costs, as it fine tunes particular technologies at technology development sites in the sub-counties, can be paid

by NAADS. However, funding site-specific technology development will depend on demand by farmers and NAADS will be able to fund such an enterprise.

Research required for emergencies may not be funded under the current NAADS programme because funds for NAADS activities are released according to submitted work-plans. However, an 'innovative fund' is being proposed under NAADS. This fund may be used for technology development or to encourage uptake of new technologies. It may be possible to use this fund for new enterprise development or for emergencies.

Will NARO staff be resource persons/contracted if they want?

NARO staff are also free to apply for NAADS jobs and contracts as long as they have the necessary qualifications.

Will NAADS continue working with NARO for the 25 years?

As long as NAADS and NARO still exist and they still need each, the two bodies will continue collaborating and complementing each other as long as conditions allow for it.

Theme 8: Funding

What is NAADS financial arrangement?

NAADS will be funded through 'Basket Funds' i.e. funds from government, donors or other sources will be pooled in the MFPED. Then NAADS financial management will follow the relevant Central and Local Government legislation and regulations, including the Local Governmental Financial and Accounting Regulations. NAADS funding will be channeled under conditional modalities, that is:

- NAADS conditional grants to the Districts
- Conditional transfer of funds to NAADS Executive for the national level programmes, under NAADS Executive budget vote.

When is private sector expected to start funding NAADS?

The private sector will only provide the service under a publicly funded arrangement. For the initial years, government will provide all the required funds. However, it is expected that after this initial period, farmers will be able to start contributing 2% of the required budget and the districts and sub-counties will provide 5% each, of the required funds.

What mechanism is there to ensure that 75% funding in sub-county is properly utilised?

There will be continuous monitoring by the sub-county administration and by farmers. Accounts will also be subjected to normal government auditing procedures.

Will NAADS provide loans? What will be the terms for payment?

NAADS will not provide any loans to farmers. It will provide agricultural advisory services to the farmers through contracted service providers.

Theme 9: Challenges

What makes NAADS believe it will not fail like its predecessors?

Lessons have been borrowed and these will be adapted to our own situation.

What mechanisms are in place for NAADS to overcome seemingly more challenges than the NAADS components?

There are other National and Local Government programs to support NAADS activities such as Agricultural Education and Improving Access to Rural Finance, among others.

Identification of Areas of Collaboration

This session was exhaustively discussed under Theme 7 on Collaboration to which reference should be made.

Participants Recommendations

1. There was concern that the NAADS sub-county coordinator's remuneration should be commensurate with that of the NAADS district coordinator. There was fear that if the former's payment is low, he may be frustrated and may not be in a position to preside over the well-paid contracted service providers.
2. A mechanism should be put in place for the NAADS programme to continue in case the current structures (such as decentralization) under which it operates cease to exist.
3. In case the service providers lose interest in the service at some point, there should be a mechanism for the service to continue.
4. Emphasis should be put in areas which failed in the earlier extension service delivery mechanisms otherwise, NAADS may fail too.

Workshop Evaluation

The participants were requested to evaluate the workshop by answering five questions. There were twenty-nine respondents. The questions, the responses and numbers of respondents for each response are presented below:

1. What have you learned about NAADS?

Its role in the modernisation of agriculture. (2)

Its linkage with NARO (10)

What NAADS is all about (5)

It is an arm of government for delivery of extension services (7)

No answer (2)

Its structure and implementation (2)

Its objectives (1)

Its role and expected outcome (1)

2. What was not clear to you about the NAADS?/What do you still want to know?

No answer (5)

Everything clear (6)

Relationship with NARO and MAAIF (3)

How it will improve life of peasant farmer (1)

Most issues were clear (5)

Structure is not clear (2)

How farms will be funded (1)

The private firms/NGOs to be contracted to provide advisory services (1)

Farmers' contribution to the service (1)

Identification of service providers (1)

Recruitment of staff at districts and their remuneration (1)

How one can be contracted to provide service (2)

3. What have you learned about the NAADS-NARO collaboration strategy?

They are complimenting each other (12)

No answer (5)

The difference between the two (1)

Both of them deal with farmers (3)

NARO develops technologies and disseminates while NAADS takes to farmers advisory services (2)

The strategy aims at seeing success to rural farmers (1)

They do similar work (2)

Strategy was not spelt out (1)

Strategy was not clear (2)

Strategy is to strengthen outreach programme (1)

4. What do you still need clarified on the NAADS-NARO collaboration strategy?

Nothing (14)

Outreach activities (2)
No answer (5)
Didn't understand question (3)
Clear-cut borders in reaching farmers (2)
Emergency research activities (1)
Will NAADS use same farmer groups as NARO? (1)
The funding mechanism for NARO/NAADS (2)

5. Do you have any recommendations?

Give NARO more funds (2)
Give NARO more job opportunities (1)
No recommendations (1)
Well defined stakeholders, keep it up. (1)
NAADS needs to be flexible (1)
NAADS emphasis should be at sub-county (1)
Market information should be a priority in NAADS (1)
Both NARO and NAADS should have emergency research fund (1)
More time required (1)
NAADS and NARO should establish more formal linkage structures (1)
Make sure farmers are more comfortable (2)
There is need for another workshop (2)
None (3)
NARO and NAADS need to collaborate (2)
NAADS should stick to objectives (1)
No answer (3)
More sensitisation (5)
Work on areas that failed the earlier programmes (1)
Strengthen monitoring and evaluation (1)

APPENDIX 1: LIST OF PARTICIPANTS

Name	Title (RO,RA, Technician)	Program
1. Kiggundu J.R.	Senior Research Technician	Administration
2. Rose N. Makumbi	Laboratory Technician	Tissue culture. Potato
3. Kitinda Exavior	Laboratory Technician	Beans Programme
4. Moses Yiga	Librarian	Administration
5. Michael Ugen	RO	Beans
6. Fina Opio	Director. NAARI	NAARI
7. Bua Anton	SRO	Cassava
8. Dr. F. Byekwaso	Planning Manager)	NAADS
9. Dr. J. Oryokot	Technical Services Manager	NAADS
10. Agnes Akwang	PMEO (	NAADS
11. Rosette Mugumya	Secretary	NAADS
12. Naluyimba Rehema	Technician	Cotton
13. Orone Joseph	Technician	Cassava
14. Twaha M. Kalule	RO	Cereals
15. Phinehas Tukamuhabwa	RO	Beans
16. Omongo Christopher Abu	RO	Cassava
17. Sam Eyedu	Admiistrative officer	Adminisration
18. Benson Odongo	RO	Sweetpotato
19. Joseph Kikafunda	SRO	Cereals
20. George Bigirwa	RO	Cereals
21. Erasmus Mukibi	Technician	Cotton
22. Moses Opolot	Technician	Cassava
23. Kawagga Tony	Technician	Cassava
24. Poro Severino	Labaratory Technician	Cassava
25. Wilson Kinena	Biru	Labaratory
26. Osingada John Francis	Labaratory Technician	Cassava
27. Ngageno Gabriel	Technician	Cassava
28. Einan Genevieve	Technician	Cassava
29. Omara Jacobs	Technician	Cassava
30. Otema A. Milton	RA	Biocontrol
31. Omara Tom	Technician	Cassava
32. Ogwok Emmanuel	Technician	Cassava
33. Ebedlu E. M.	Technician	Cassava
34. Danny Mawejje	Technician	Beans
35. Kiggwe Fred	Technician	Administration
36. Sekamwa Yakhub	Technician	Lab (Bean)
37. Alupo Jona	Technician	Cereals
38. Ariunga Charles	Technician	Cotton
39. Olhen J. S.	Technician	Cereals
40. Ekunyu Noel	Technician	Administration
41. Dr. Sentumbwe Juliet	Senior Veterinary Officer	MAAIF
42. Namazzi Clementine	Technician	Animal Production

43. Sempala G.	F.O	Accounts
44. Okanya J. S.	Technician	Cereals
45. Kigozi Charles B.	Technician	Sweet Potato
46. Ogei B.	Technician	Cassava
47. P Ntege	Technician	Beans
48. Otim M.	Student	IITA – ESARC
49. Abiyoda	Technician	Cereals
50. Turyamureeba	SRO	Outreach

APPENDIX II: Program for the Day

Half-Day Sensitisation Workshop about NAADS

Namulonge Agricultural and Animal Production Research Institute (NAARI)

30th November 2001

Time	Activity	Facilitator	Chairperson
8.30-9.00 a.m.	Registration of participants		
9.00-9.05 a.m.	Introductory remarks		
9.05-9.15 a.m.	Opening remarks	Director of Research	
9.15-9.35 a.m.	Overview of NAADS	Director of NAADS	
9.35-10.00 a.m.	Questions and analysis of issues into themes for group discussions	Participants / resource person	
10.00-11.00 a.m.	Groups discussions	Participants	
11.00-11.20 a.m.	Tea Break		
11.20 a.m. – 12.20 p.m.	Plenary presentations of group work	Participants / resource person	
12.20-1.00 p.m.	Responses to issues raised	Participants / resource person	
1.00-1.15 p.m.	Identification of areas of collaboration	Participants / resource person	
1.15-1.20 p.m.	Workshop evaluation	Participants	
1.20-1.30 p.m.	Closing		
1.30 p.m.	Lunch Break		

NATIONAL AGRICULTURAL ADVISORY SERVICES

NAADS

Government policy interventions

- ☐ Poverty Eradication Action Plan (PEAP)
- ☐ Plan for the Modernisation of Agriculture (PMA)

PMA priority areas

- Agricultural research (NARO)
- Agricultural advisory services (NAADS)
- Agricultural education
- Improving access to rural finance
- Agro-processing and marketing
- Sustainable natural resources utilization and management
- Physical rural infrastructure

The NAADS

Vision and Mission

☐ **Vision**

A decentralised, farmer-owned and private sector serviced extension delivery system contributing to the realisation of the agriculture sector development objectives

☐ **Mission**

To increase farmer access to information, knowledge and technology for profitable agricultural production

The NAADS design process

Taskforce consulted widely with key stakeholders

- ☐ **Policy Makers**

- ☐ Government institutions (MAAIF, MFPED, ...)
- ☐ Research
- ☐ District authorities
- ☐ Local government
- ☐ Donor community
- ☐ Farmers
- ☐ Various institutions – Universities, CBOs, NGOs
- ☐ Private Sector

Hence consensus attained on principles, strategies, objectives, outputs, and outcomes

Lessons and experiences in other countries

Case studies conducted for:

- ☐ Uganda
- ☐ Several developing countries in S/America, Asia and Africa
- ☐ Several developed countries

NAADS strategic objectives

- ☐ To promote market oriented farming
- ☐ To empower subsistence farmers to access privately delivered advisory services and foundation technologies
- ☐ To create options for financing and delivery of Advisory Services

Objectives Contd.

- ☐ To shift from public to private delivery (contracting) of agricultural advisory services (AAS)

- ☐ To develop private sector capacity delivery of agricultural advice

Component 1:

Advisory and information services to farmers

- ☐ Orientation and group mobilisation
- ☐ Farmer group and fora formation
- ☐ Participatory planning
- ☐ Contracting technical advisory services
- ☐ Information and communication

Component 2:

Technology development and linkages with markets

- ☐ Support to technology development and linkages
- ☐ Market linkage development

Component 3:

Quality assurance of services

- ☐ Standard setting and regulation of service providers
- ☐ Technical auditing of service providers

Component 4:

Private sector institutional development

- ☐ Local service provider development
- ☐ Institutional support for service providers
- ☐ Structural adjustment (de-layering and re-tooling)

Component 5:

Program management and monitoring

- ☐ NAADS Board and Secretariat
- ☐ Planning, monitoring and evaluation, and management systems development
- ☐ Management Information Systems and agricultural statistics databases

NAADS institutional arrangements

- ☐ Overall responsibility - MAAIF
- ☐ Oversight - PMA
- ☐ Support and supervision - LGs
- ☐ Primary grass-root responsibility - farmer groups and Farmer Fora
- ☐ Overseeing compliance with LGs Act 97 and linkages - MOLG
- ☐ Overseeing operations and implementation - NAADS Board and Secretariat

NAADS funding arrangements

- ☐ Pooling of resources (Government and Donor)
- ☐ Disbursed as Conditional Grants to LGs mostly
- ☐ At sub-county (75%) and district (12%) levels
- ☐ Trigger for funds will be farmer approved plans and reports
- ☐ At sub-county farmer involvement in programme implementation is critical

NAADS implementation and program phasing

NAADS is programmed for 25 years

- Phase one is 7 years:
 - Total Cost at US\$108m
 - Will cover all the districts
 - Trail blazing in 11 pilot districts – first year (Tororo, Arua, Soroti, Mukono, Kabale, Kibale; and Luwero, Busia, Wakiso, Iganga, Lira)
 - Subsequent roll out in the rest of the districts within next 5 years

Achievements so far

1. Donor conditionalities
 - Enactment of the NAADS Bill – May 2001
 - Establishment of the NAADS Secretariat
 - Preparation of the Programme Implementation Manual (PIM)
 - Preparation of the Financial Management & Procurement Manuals (FMM)
 - Signing of participatory agreements with one District and one sub-county (Mukono and Soroti)
 - Opening of the NAADS support account by MFPED
 - Signing of IFAD loan agreement
 - Appointment of external firm of auditors

Achievements contd.

2. Programme Implementation
 - National level sensitisation (MAAIF, MUK, NGOs, Private Sector)
 - District level sensitisation in Mukono, Soroti and Tororo Districts
 - Sub-county sensitisation in Mukono and Soroti Districts
 - Roll out to parish level on-going in Soroti and Mukono
 - District core teams in place in Soroti, Mukono and Tororo
 - Framework for collaboration with NGOs and NARO initiated

Major Challenges

- Building consensus among participating partners has been slow resulting in delay in launching of NAADS

- ❑ **"Basket" funding and budget support not readily internalised by Finance Officials**
- ❑ **NAADS is applying new concepts and involves a long-drawn sensitisation that will take time to internalise**

Major Challenges contd.

- ❑ **Farmer groups at the grass roots currently few; establishing them and making them operational takes time**
- ❑ **Building capacity at the sub-county to handle procurement, planning, monitoring and evaluation will also take time**
- ❑ **Retooling and sensitising extension staff and farmers for new challenges**