

THE NATIONAL AGRICULTURAL ADVISORY SERVICES (NAADS)

NAADS-AAMP HARMONIZATION REPORT  
MBARARA,  
24 OCTOBER 2003

# **NAADS-AAMP HARMONIZATION WORKSHOP, MBARARA 24 OCTOBER 2003**

## **1.0 INTRODUCTION**

NAADS has embarked on the process of harmonizing extension programs of government projects/ programs so that they are implemented in the same principals as NAADS program.

The Area Based Agricultural Modernization Programme (AAMP) is one of the governmental programs that has embraced the concept of harmonization. A joint meeting between NAADS, AAMP, District Development Support Programme (DDSP) and Household Agricultural Support Program (HASP) was held in August 2003 in Kabarole in order to recommend ways of triggering the harmonization process. A number of recommendations were made in the Kabarole meeting, which included holding up of follow up meetings.

NAADS organized the Mbarara meeting as a follow up of Kabarole meeting, but with emphasis on strengthening the harmonization process between NAADS and AAMP in four districts: Kabale, Kabarole, Bushenyi and Mbarara.

To ensure that the districts play a leading role in promoting harmonization among projects operating in these districts, Chairpersons LCV, Chief Administrative Officers (C.A.Os), District planners and District Production Coordinators from the 4 districts were invited for the workshop. Other participants were the District NAADS Coordinators (DNC), District AAMP Facilitators and District and Sub-county Chairperson Farmers Fora for Mbarara District.

### **1.1 Objective and workshop output.**

#### ***Objective:***

The objective of the workshop was to reach a common understanding between NAADS and AAMP on how to harmonize the implementation of the extension approach at district and sub county level.

#### ***Workshop outputs:***

- The implementation modalities of NAADS and AAMP understood by the participants.
- Focal areas for harmonization identified
- Mechanism for continued cooperation and interactions agreed upon

## **2.0 WORKSHOP PROCEEDINGS**

### **2.1 Opening remark by Executive Director NAADS.**

The Executive Director (ED) NAADS gave the opening remarks on the process of harmonization. The ED mentioned that following the government policy on streamlining of all the government projects, Ministry of Finance, Planning and Economic Development (MFPEI) directed NAADS to spearhead the process of harmonization.

He also mentioned the problems caused by lack of harmonization of other governmental projects as:

- Contradiction and duplication of messages.
- Confusion of the farmers.
- Rivalry among projects/programs.
- The efficient use of resources

He defined harmonization as streamlining and realignment of the operational and implementation strategies, approaches and delivery mechanism of extension/ advisory components of government funded projects so that they are implemented on the same principals as the NAADS program.

He stressed that harmonization will lead to increased coverage, effective and efficient utilization of resources. The ED mentioned that harmonization does not imply taking over existing programs or an indication of poor performance of other project implementers.

Harmonization with other programs can be through

- Networking
- Collaboration and
- Integration

He pointed out that from lessons learned so far, harmonization is effective when

- The donors and implementers are willing
- The interface between NAADS and related projects is significant
- Project design (objectives and principals) is prudent with NAADS.

### **2.2 Official workshop opening speech.**

The Minister of State for Fisheries, Hon. Dr. Byaruhanga, officially opened the workshop. The Minister said that the biggest challenge in the rural community is the belief by the people that majority of them are born poor and as a result they make no attempts to improve their situation.

He also stressed that districts need to speed up the process of harmonization and emphasized that:

- Agricultural production has to be modernized and NAADS approach is the right one to get agriculture on track.
- NAADS should look into possibilities of extending support to NGOs and CBOs.
- NAADS should also learn from the experience of other projects.

### **3.0 EXPERIENCES WITH THE HARMONIZATION PROCESS.**

#### **3.1 Mbarara experience.**

The DNC- Mbarara mentioned that the following interventions have been initiated in the district for triggering harmonization process in the district:

- A joint meeting was held with AAMP, Mbarara District Farmers Association (MBADFA), and Mbarara District Economic Forum. The participants agreed to form a “Technology and Market linkage Consultative Forum.” The forum constituted an “Mbarara Market Linkage Task Force” which was charged with the responsibility to carry out a study and develop model package for Mbarara Economic Forum and to reconcile with the other three main stakeholders (NAADS, AAMP and MBADIFA).
- Areas of harmonization on marketing were to be collectively identified and plan of modalities for implementation agreed upon.

#### **3.2 Kabarole experience.**

The harmonization in Kabarole has taken off with the District Development Support Programme (DDSP) in 5 sub counties, NAADS in 8 sub counties, House Hold Agricultural Support Programme (HASP) in 4 counties and Area Based Agricultural Modernization Programme (AAMP) in 4 sub counties.

### **4.0 BRIEF ON AAMP BY AAMP AGRICULTURAL ADVISOR**

The advisor mentioned that the goal of AAMP is the same as that of NAADS: “to improve the livelihood of the people” and that the main components of AAMP are:

1. Financial support (revolving fund)
2. Community mobilization (with existing groups)
3. Rural infrastructure improvement (roads and processing technologies)
4. Farmer empowerment.

### **5.0 GROUP WORK.**

The Participatory Monitoring and Evaluation Manager (NAADS), welcomed the participants and outlined the following as the main themes of the group work:

:

- a. Marketing- Information, Linkages
- b. Enterprise development
- c. Provision of advisory services
- d. Monitoring and Evaluation, Quality assurance and Farmer institutional development

Four groups were formed, one per theme as following:

- Group 1. Marketing information and linkages
- Group 2. Enterprise development
- Group 3. Provision of advisory services
- Group 4. Monitoring and evaluation, quality assurance and farmer institutional developments.

For the assigned theme, each group was expected to:

- a. Identify the activities of NAADS, AAMP and other stakeholders.
- b. Suggest the most feasible ways of implementing activities in harmonized way.
- c. Identify what they envisage as the main bottleneck to the harmonization process.

## **6.0 GROUP REPORTS**

The group recommendations were expected to provide directions and guidelines for formulation of the way forward and initiation of harmonization process between NAADS, AAMP and other stakeholders in the respective districts.

### **GROUP I: MARKETING INFORMATION AND LINKAGES:**

#### **a. Activities:**

##### ***NAADS:***

- Support to Foodnet to collect and disseminate market information.
- Training farmers to produce for the market.
- Training farmers in post harvest management
- Publicity of enterprise that have marketable products.
- Supporting Honey board in improving Honey quality and creating market linkages.

##### ***AMMP:***

- Training farmers in agri-business issues
- Supporting farmer groups in establishing and strengthening market linkages.

- Supporting/linking producers to buyers for example tomato producers to Reco Industries (tomato source production)
- Development of market infrastructure (markets, roads, storage facilities)
- Dissemination of market information (radio, print media)
- Support in staging promotional activities for example agriculture shows, tours/ visits.
- Support for value added processes.

***Other stakeholders.***

- Dissemination of market information under LGDP (Kabale), PMA via FM Radios.
- Training in agro- processing and marketing by PSPC.
- Buying of agriculture produce by private business enterprises.

**b. Feasible way of implementing the activities in a harmonized way**

- Joint planning (integrated approach)
- Regular sharing of information and experiences
- NAADS to increase support to Foodnet to cover all NAADS & AAMP districts.
- NAADS not support activities in AAMP areas and vice versa.

**c. Bottleneck to harmonization process.**

- Weak regulatory services.
- Donor conditionalities.

**GROUP II: ENTERPRISE DEVELOPMENT**

**a. Activities:**

**NAADS:**

- Guide farmers in enterprise selection.
- Conducts farmer training in enterprise development.
- Carries trial for new enterprises.
- Provides market linkage for agricultural produce.
- Organize study tours/exposure visits.
- Procurement committee handles procurement issues.

**AAMP**

- Selection of farmer enterprises.
- Farmer training in enterprise development.
- Trial for new enterprises.
- Conducts demonstrations for existing enterprises for farmer groups.
- Organize market linkage for agricultural produce.
- Organize study tours/exposure visits.

- Disseminate success stories on enterprise development.
- Provide matching grants.
- Promotes business development through linking farmers to micro finance institutions.
- Handles procurement through district tender board.

**Other Development Partners.**

- Organizes registration of groups
- Groups contribute annual subscription fee.

**b. Feasible ways of harmonization.**

- Provide counterpart funding where the actives have not been budgeted for by one of the partners, except for rural infrastructure, as it is expensive.
- Promote market linkage and zoning.
- Prepare joint sectoral development plans.
- Avoid duplication of technology development sites (for nearby sub counties).
- Develop common training materials for all enterprises.

**c. Bottlenecks to harmonization process.**

- Bureaucratic administrative segments (independent local governments)
- Influence of donors demands on project expectations/requirements
- Political influence.
- Every Program requires counterpart funding at sub-county and district level.
- Interest rates charged by the rural financial institutions are high.
- Poorly developed market linkage and infrastructure.
- Service providers are inadequate.

**GROUP III: ADVISORY SERVICES PROVISION.**

**a. Activities.**

**NAADS**

- Carries Institutional Development on following:
  - Existing groups/ mobilization/ sensitization.
  - Formation of groups.
  - Enterprise selection.
  - Farmer group capacity building.
  - Formation of Sub county Farmer Forum, Sub county Procurement Committee and District Farmers Forum
- Carries out information dissemination and communication.
- Contracts service providers
- Quality assurance activities carried by district Subject Matter Specialists (SMS).

- Monitoring and Evaluation (M&E) system developed; with establishment of
  - District technical M&E teams
  - Sub county technical M&E teams
  - Internal Auditing
  - Reviews meetings held regularly (Annual, semi annual)
- Enterprise development

## **AAMP**

- Group mobilization / sensitization
- Institutional development.
  - Farmer Forum
  - No procurement committee
- Agricultural commercialization promotion through:
  - Market information sharing
  - Market linkages promotion.
  - Development of skills of farmer groups and extension workers

## **OTHER PLAYERS.**

- Local Government through (Poverty Action Fund “PAF” and Plan For Modernization of Agriculture “PMA”) carries capacity building activities.
- NGOs’ provide consultancy and extension services.
- Private sector provide capacity building / training

### **b. Feasible ways of harmonization.**

- Allocation of responsibilities i.e. AMMP handles infrastructure development where NAADS handles access roads and market development.
- Joint planning for marketing and market linkages (NAADS, Private Sector and AMMP)
- Create Joint fora for information sharing for example through inter district quarter, semi-annual reviews etc.
- Sharing implementation guidelines and developing a common stand for implementation process.

### **c. Bottlenecks**

- Procurement procedures are problems at district level due to Tender board bureaucracy.
- Removing extension staff from NAADS sub counties will enable non- prioritized enterprises have no backstopping i.e. PAF guidelines for example treatment of livestock diseases.
- Meager funding for capacity building for other projects i.e. AAMP.
- Different project designs
- Different implementation guidelines for different projects/programmes.



**GROUP IV: MONITORING & EVALUATION AND QUALITY ASSURANCE.**

**a. Activities.**

<b>NAADS</b>	<b>AAMP</b>	<b>OTHER PLAYERS</b>
▪ Establishment of M&E Technical Committees at District and sub county	Adhoc	None
▪ Development of M&E framework (participatory)	Being developed	✓
▪ Conduct baseline survey	✓	Limited to few.
▪ Establish market information system (MIS) at District and sub county.	Being developed	None
▪ Periodic monitoring	✓	Adhoc
▪ Development of M&E report formats	✓	Adhoc
▪ Development of M&E reports.	✓	Limited to a few and not well structured
▪ Evaluation of proposals by subject matter specific.	To be developed	Not available
▪ Audit training- sessions, content and materials.	To be developed	Not available
▪ Audit TDS	To be developed	Not available

**b. Farmer institution development**

• NAADS	• AAMP	• OTHER PLAYERS
• Identify existing farmer groups and encourage formation of new ones.	✓	✓
• Formation of sub-county farmer Fora (SFF) and District Farmer Fora (DFF)	None apart from PCs	None
• Training of farmer groups and Farmer Fora	✓	✓
• Needs Assessment	✓	✓
• Enterprise Selection	✓	✓
• Development of work plans	✓	✓
• Registration of farmer groups	Support farmer groups by accessing matching grants on in-come generating activities for IGAs related to production.’ Formation of investment management committees.	Promote a saving culture among farmer groups.

**d. Suggestions on feasible ways for harmonization.**

- Politicians and Community Service Organizations (CSOs) be involved in M&E
- Standardize M&E framework for all stakeholders
- Stakeholders to hold Joint baseline surveys
- Standardize reporting formats.
- Form Multi-sectoral M&E committee
- Hold joint co-ordination meetings at district (quarterly)
- Organize joint reviews meeting (semi-annual, annual)
- Establish a joint market information system (MIS)
- Standardize rules and regulations governing quality assurance.
- Establish a joint technical audit team
- Develop standardized technical audit reports and formats.

**d. Bottlenecks to harmonization process.**

- Rigidity of programme designs do not allow for adjustment for harmonization process.
- Fear to relinquish power by implementers
- Creation of instability among farmer groups.
- Most service providers and NGOs are incompetent to provide quality services.
- Lack of teamwork and commitment among the programme managers.

**7.0 GENERAL SUGGESTIONS FOR HARMONIZATION.**

Following the presentations by the four groups, it was generally accepted that the bottlenecks to harmonization presented, are related in one way or another and others are policy issues, which have to be discussed at higher levels. However, participants made as following suggestions for addressing some of the bottlenecks that could easily be handled and addressed by the partners at district level:

1. One issue of incompetence of service providers and NGOs it was recommended that:
  - i. Training and capacity building activities be organized to improve their capacity to deliver.
  - ii. All the service providers to be registered and their photographs be attached on the registration forms to avoid some service providers tendering the service again to other unknown and in capable people.
  - iii. Joint meeting be held regularly with the NGOs in order to regulate their performance.
2. On problem with procurement and bureaucracies with tender board at district level: It was recommended that all the tenderers at the district be listed and scrutinized so that suitable tenderers could be identified to provide the required services. It was also suggested that procurement and contracting process should conform to NAADS procedures to avoid unnecessary bureaucracy.
3. On removal of extension staff from NAADS sub-counties, participants were reminded that that the move was in line with government policy of privatization of extension delivery system. That the de-layering exercise may start next financial year and therefore the affected staff should prepare to become private service provider.

Other general recommendations suggested include:

4. One M&E matrix be developed for the agricultural sector of the different programmes. AAMP should look at NAADS M&E matrix and examine how to contribute to the framework

5. Joint development of an acceptable/ standard training package. What other players are offering should also be looked into and where possible incorporated.
6. The lead players should conduct an integrated planning and a joint comprehensive work plans and budgets.
7. NGOs and CBOs are required to undertake farmer institutional development (FID).
8. All players on agricultural activities at sub-county level should be represented in the Sub-county Farmer Fora (SFF).
9. All farmer groups should register at sub county.

## **8.0 WAY FORWARD AND RECOMMENDATIONS.**

The following were recommended as a way forward for triggering harmonization process in the respective districts.

1. The workshop report should be circulated widely to all stakeholders so that the suggested recommendations may be tried.
2. Districts should synthesize and select actions to implement.
3. Joint planning should be organized regularly for information sharing.
4. Partners should hold review meetings every 6 months to share information on lessons learned.

## **9. CLOSING REMARK.**

The Chief Administrative Officer (C.A.O) Kabale officiated the closing of the work with expression on sincere pleasure and gratitude for the active contribution of the participants that enabled the day to be utilized properly. He stressed that, by harmonization, NAADS and AAMP will overcome overlaps and deficiency in resources and spearhead government programme of poverty eradication and ultimately propel the process of improving the living conditions of the majority poor. He concluded by wishing NAADS and AAMP and other stakeholder's success in implementation of the suggested recommendations.

**ANNEX:****WORKSHOP PROGRAMME**

<b>Topic</b>		<b>Responsible Person</b>	<b>Session Chairperson</b>
1.	Registration	NAADS	
2.	Objectives of the workshop	Executive Director NAADS	
3.	Opening remarks	Hon. Minister of State for Fisheries	C.A.O Kabarole
4.	Update on NAADS implementation	NAADS coordinator Mbarara	
5.	Experience with harmonization in Kabarole	District Production coordinator- Kabarole	
6.	Brief on AAMP	AAMP Agriculture Advisor	
7.	Response to the presentation	Chairperson to be selected	P/s MOLG
8.	Soliciting issues to discuss	NAADS PM&E	
9.	Group discussion on selected themes	Group leaders	C.A.O Kabarole
10.	Group presentation		
11.	Plenary discussion	AAMP facilitator	
12.	Action Points/ Way forward	PM&E Manager	C.A.O Kabarole
13.	Closure	C.A.O Kabarole	