



## Implementing the Framework For African Agricultural Productivity (FAAP)



### *CAADP Pillar IV*

*making a paradigm shift away from a principally technological package approach to a truly integrated agricultural research approach and to ensure that researchers (national and international) work together with smallholders, pastoralists, extension agencies, the private sector and NGOs, to have impact on the ground.*

## **An Operational Guide for Practitioners**

*A Working Document*

## Contents

THE FRAMEWORK FOR AFRICAN AGRICULTURAL PRODUCTIVITY .....	3
ACTIONS AT THE NATIONAL LEVEL .....	3
FARMER EMPOWERMENT .....	3
PRACTICAL ACTIONS FOR FARMER EMPOWERMENT.....	3
CHANGES TO AGRICULTURAL EXTENSION SERVICES.....	4
PRACTICAL ACTIONS FOR AGRICULTURAL EXTENSION SERVICES.....	4
AGRICULTURAL RESEARCH.....	4
PRACTICAL ACTIONS FOR AGRICULTURAL RESEARCH .....	5
AGRICULTURAL TRAINING AND EDUCATION.....	5
PRACTICAL ACTIONS FOR AGRICULTURAL TRAINING AND EDUCATION .....	5
SUB-REGIONAL AGRICULTURAL PRODUCTIVITY PROGRAMMES.....	5
PRACTICAL ACTIONS FOR SUB-REGIONAL AGRICULTURAL PRODUCTIVITY PROGRAMMES.....	6
REQUIREMENTS AT THE CONTINENTAL LEVEL .....	6
FARA'S ROLE.....	6
FAAP AND CAADP REVIEW PROCESSES .....	6
FAAP MONITORING AND EVALUATION .....	7
PRACTICAL ACTIONS FOR MONITORING AND EVALUATION .....	7
INCREASING INVESTMENTS IN AGRICULTURE AT THE CONTINENTAL, SUB-REGIONAL AND NATIONAL LEVELS .....	7
PRACTICAL ACTIONS FOR INCREASING INVESTMENTS IN AGRICULTURE AT THE CONTINENTAL, SUB-REGIONAL AND NATIONAL LEVELS .....	7
ALIGNED AND COORDINATED FINANCIAL DONOR SUPPORT AT THE SUB-REGIONAL AND NATIONAL LEVELS .....	8
PRACTICAL ACTIONS FOR ALIGNED AND CO-ORDINATED DONOR FINANCIAL SUPPORT .....	8
INTERNATIONAL CONTRIBUTIONS.....	9

## WORKING WITH THE FRAMEWORK FOR AFRICAN AGRICULTURAL PRODUCTIVITY (FAAP)

**This Guide is meant to put into practice the FAAP in implementing CAADP Pillar IV and to be used as a tool for harnessing all required interventions for increased agricultural productivity, at national, sub-regional and continental levels. It defines the requirements and lays out the practical actions to be undertaken through the Round Table and other processes in order to develop regional and national agricultural productivity programmes.**

The Comprehensive Africa Agricultural Development Programme (CAADP) has been endorsed by African Heads of State and Government as a vision for the restoration of agricultural growth, food security, and rural development in Africa. A specific goal of CAADP is to attain an average annual growth rate of 6 percent in agriculture. To achieve this goal, CAADP directs investment to four mutually reinforcing ‘Pillars’:

1. Extending the area under sustainable land management and reliable water control systems;
2. Improving rural infrastructure and trade-related capacities for improved market access;
3. Increasing food supply and reducing hunger; and
4. Agricultural research, technology dissemination and adoption.

Each of these pillars incorporates policy, institutional reform and capacity building.

### **THE FRAMEWORK FOR AFRICAN AGRICULTURAL PRODUCTIVITY<sup>1</sup>**

The Forum for Agricultural Research in Africa (FARA), as the Lead institution for Pillar IV, has developed the Framework for Agricultural Productivity (FAAP) as a tool to be used in implementing Pillar IV.

The FAAP was endorsed by African Heads of States during the African Union Summit, Banjul, Gambia, June 2006. It should be used as a tool to address the challenges of CAADP Pillar IV

<sup>1</sup> Framework for African Agricultural Productivity, FARA 2006, p. 13

and its aim to achieve strengthened agricultural knowledge systems to deliver profitable and sustainable technologies that are widely adopted by farmers resulting in sustained agricultural growth.

Implementation of the recommendations for each of the elements of the FAAP is: *time and location specific and must be determined country by country and case by case.*

### **ACTIONS AT THE NATIONAL LEVEL**

Empowerment of end-users to ensure their meaningful participation in setting priorities and work programmes for research, extension, and training to ensure their relevance.

### **FARMER EMPOWERMENT**

FAAP’s core business is to empower farmers to be active players in improving agricultural productivity not just in terms of increasing their yields but also in decision making on how programmes and policies are shaped.

### **PRACTICAL ACTIONS FOR FARMER EMPOWERMENT<sup>2</sup>**

- Sensitise and mobilise smallholders and pastoralists to create groups or associations around economic activities (e.g., input and/or credit access, marketing, agroprocessing).

<sup>2</sup> Framework for African Agricultural Productivity, FARA 2006, p. 15

- Strengthen capacity of existing farmers' associations and national producers organizations to provide more efficient services to members.
- Assist farmers' organizations to participate in policy making, priority setting and governance of NARSs and advisory service systems.
- Promote the use of modern technologies and distance learning approaches to enable farmers and pastoralists to become knowledgeable and innovate with confidence.
- Link rural communities to markets through interactive information services that exploit modern information and communications technology (ICT) such as mobile phone short messaging services (SMS).

### **CHANGES TO AGRICULTURAL EXTENSION SERVICES<sup>3</sup>**

Moving towards more participatory agricultural extension will allow greater responsiveness to farmers' needs and become actively involved with major stakeholders in determining the process and directions of innovation, including technology generation and adoption.

### **PRACTICAL ACTIONS FOR AGRICULTURAL EXTENSION SERVICES**

- Contract out extension services. This will not eliminate the role of the public sector: when extension delivery is contracted out, the government role becomes one of financing, regulation (e.g., policy, quality assurance, oversight), and provision of training and information to the organizations or

individuals contracted to deliver extension.

- The costs of extension should be gradually shared with local governments, farmers' associations, and eventually the producers themselves. For some commodities, such as cotton, sugar or poultry, agribusiness partners may support part of the cost of providing extension services.
- Where knowledge and solutions are not available, formal and informal means should be in place to ensure that farmers as a group have a voice in decisions affecting research priority setting, funding, execution, and evaluation.
- Resources and mechanisms should be established to make it possible for farmers and extension systems to pay researchers, whether from the public or the private sector, to carry out on-farm participatory research.
- Resources and mechanisms should be available to the extension systems to make it possible for farmers and service providers to influence and benefit from training and education programmes available in the agricultural sector (farmers, extension service providers, researchers, civil servants, agri-businessmen, etc.).

### **AGRICULTURAL RESEARCH<sup>4</sup>**

Agricultural research provides an opportunity to bring creativity, scientific methods, and indigenous knowledge to bear upon the opportunities and problems faced in the agricultural sector. Adoption of yield-enhancing technology and practices leads to increased productivity, incomes and improved more sustainable livelihoods, including food security.

<sup>3</sup> Framework for African Agricultural Productivity, FARA 2006, p. 16

<sup>4</sup> Framework for African Agricultural Productivity, FARA 2006, p. 17

## **PRACTICAL ACTIONS FOR AGRICULTURAL RESEARCH**

- When research is contracted out, the government role becomes one of financing, quality assurance and also provision of training and information to the organizations or individuals who have been contracted to deliver research services.
- Establish multi-year programmatic contract; and competitive grant schemes to support proposals in priority areas.
- The costs of public agricultural research programmes to be gradually shared between national and local governments and also with farmers' associations, and agri-business.
- Establish national agricultural research strategies through participatory and multi-disciplinary processes—and their endorsement of these at national level through inclusion in the Poverty Reduction Strategies (PRSs).
- Greater emphasis should be given to human resource development and in the agricultural research system, through improved salaries, performance-related pay, better working conditions, and training opportunities.

## **AGRICULTURAL TRAINING AND EDUCATION**

Agricultural training and education has a direct impact on agricultural productivity and on the performance of ancillary businesses and trade. It also stimulates implementation of knowledge-driven economic growth strategies and poverty reduction. Most African farmers only have access to primary education. This puts a premium on the quality of agricultural education in primary curricula. In addition, to make careers in farming and related branches of agriculture more attractive, there is also a need for adjusting the way agriculture is presented to students.

## **PRACTICAL ACTIONS FOR AGRICULTURAL TRAINING AND EDUCATION**

- Contextualise teaching in the management of risk and uncertainty related to smallholder agriculture, e.g., climate change, globalization, and international agreements and conventions.
- Prepare students better with the skills and tools they need for developing and implementing knowledge-based innovation systems.
- Improve integration of land use and environmental topics (including biodiversity, bioenergy, carbon sequestration, etc.).
- Enhance the enrolment of women, commensurate with their predominant role in the sector.
- Establish links in the education system from formal teaching to professional training.
- Create synergies among institutions and curricula in education, research and extension.
- Improve aspects of value adding, marketing and agri-business.

## **SUB-REGIONAL AGRICULTURAL PRODUCTIVITY PROGRAMMES**

Where agro-climatic, social, and economic conditions are similar across borders, cooperation at a sub-regional level for some aspects of agricultural productivity activities can improve efficiency and effectiveness by: allowing for costs and benefits that spill across borders to be internalized in planning and priority setting; permitting economies of scale.

In order that programmes at the sub-regional levels might successfully evolve in the FAAP directions, they will need to aspire to the following features (in addition to the features

already listed for the national level in the preceding section):

### **PRACTICAL ACTIONS FOR SUB-REGIONAL AGRICULTURAL PRODUCTIVITY PROGRAMMES<sup>5</sup>**

- Activities should be undertaken, to the extent possible, on a *cost-sharing* basis with national programmes and/or end users so that countries and stakeholders might exercise ownership and over sub-regional programmes.
- Each SRO would be expected to prepare and adopt a long-term strategy and a medium-term operational plan for enhancing its agricultural productivity programme.
- Play an advocacy and support role to member countries to increase resource allocation for agricultural productivity operations, and for improving the performance of concerned institutions (including reforms where appropriate).
- Aim for sustainability. The costs of sub-regional programmes should be increasingly shared by the countries of the sub-region, and in some cases by agri-business or other stakeholders and partners.

### **REQUIREMENTS AT THE CONTINENTAL LEVEL<sup>6</sup>**

A role clearly exists at the continental level for an institution to advocate for investment in agricultural research and development, to provide networking services to national, subregional, and global institutions with regard to agricultural productivity issues in Africa.

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<sup>5</sup> Framework for African Agricultural Productivity, FARA 2006, p. 24

<sup>6</sup> Framework for African Agricultural Productivity, FARA 2006, p. 26

- There is a need to enhance the exchange of agricultural information and learning, to promote value-adding partnerships;
- Where appropriate, facilitate and administer capacity building services and programmes for national and sub-regional institutions;
- Lead and facilitate discussions of strategy and priority setting at the continental level;
- Implement activities designed to support specific elements of agricultural productivity programmes, related to the issues, constraints and needs highlighted above, for which economies of scale, need for specialization, or the existence of spillover effects dictates that administration be placed at the continental level.

### **FARA'S ROLE**

FARA works primarily with the African Union and NEPAD so that the African vision is well articulated in the implementation of Pillar IV. At the same time FARA will have to work with African governments' concerned ministries and regional economic bodies and will still depend on the subregional research organizations (SROs :-ASARECA, CORAF/WECARD SADC-FANR and NASRO) and national research systems to ensure that the principles of FAAP are aligned to existing and future programmes on agricultural productivity.

### **FAAP AND CAADP REVIEW PROCESSES<sup>7</sup>**

National institutions adhering to FAAP should participate in CAADP review processes that emerge at the national, sub-regional, and continental levels. Programmes at the sub-regional level should be part of the CAADP review processes. FARA would participate in CAADP-related review processes for its initiatives at the continental level—in addition to

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<sup>7</sup> Framework for African Agricultural Productivity, FARA 2006, p. 29

assisting NEPAD in the overall review of Pillar IV of CAADP.

### **FAAP MONITORING AND EVALUATION<sup>8</sup>**

There are two parts to FAAP monitoring. The first step is monitoring FAAP implementation while the second step is monitoring and evaluating its impact. Monitoring FAAP implementation should involve following the progress of national, sub-regional, and continental programmes as they move towards FAAP compliance. Milestones should be set to track progress in institutional reforms and development (poverty focus, gender equity, governance and responsiveness, efficiency and financial sustainability) and with specific triggers for action by appropriate parties at the different levels.

### **PRACTICAL ACTIONS FOR MONITORING AND EVALUATION<sup>9</sup>**

Some indicative indicators that should be part of expanded M&E systems for agricultural innovation at national and sub-regional levels could include:

- Investment in agricultural research and dissemination systems by national governments, donors, the private sector, and NGOs.
- Trends in the value of agricultural production and productivity.
- Trends in the value of agricultural trade.
- Trends in farmer income and poverty measures.
- Indicators of institutional capacity and reform, including measurements for

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<sup>8</sup> Framework for African Agricultural Productivity, FARA 2006, p. 29

<sup>9</sup> Framework for African Agricultural Productivity, FARA 2006, p. 29

improvement in financial systems, audit, personnel management, procurement, etc.

- The number of new technologies made available for transfer.
- The number of farmers, processors, and others who have adopted new technologies.
- The area under new technologies/number of improved animals/volume of produce processed.
- Policy progress milestones.
- Policy, strategies and programmes in place to develop/disseminate technologies with farmer participation.
- The number of donors coordinating and harmonizing their support under FAAP.

This list of indicator areas is not exhaustive, and details for each type of indicator and how it will be collected will need to be fleshed out. NEPAD, FARA, RECs, NARS, and SROs should collaborate in developing indicators that are consistent and comparable.

### **INCREASING INVESTMENTS IN AGRICULTURE AT THE CONTINENTAL, SUB-REGIONAL AND NATIONAL LEVELS<sup>10</sup>**

On average, African agricultural research and development intensity is around 0.75 percent of agricultural GDP, which is less than a third of that of developed countries.

A substantial increase in investment for boosting Africa's agricultural productivity is being suggested, which would raise annual aggregate spending.

### **PRACTICAL ACTIONS FOR INCREASING INVESTMENTS IN**

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<sup>10</sup> Framework for African Agricultural Productivity, FARA 2006, p. 20

## **AGRICULTURE AT THE CONTINENTAL, SUB-REGIONAL AND NATIONAL LEVELS**

- The effectiveness of current as well as future investments must be ensured, through **re-examining all current programmes and institutions to align them with FAAP objectives and principles.**
- The first step should be a data-intensive analysis of the current situation and an evaluation of the investments most likely to contribute to the CAADP goal of 6% agricultural growth.
- Programmes supported by both existing and new resources need to align with FAAP and the results of this analysis should be used to maximize efficiency and effectiveness.

## **ALIGNED AND COORDINATED FINANCIAL DONOR SUPPORT AT THE SUB-REGIONAL AND NATIONAL LEVELS<sup>11</sup>**

National support for agricultural productivity and growth programmes has been inadequate and often poorly and ineffectively distributed. Donor support to Africa has stepped in to fill the gap, but it has generally been fragmented and inadequately coordinated, mostly through financing of discrete projects. This has often resulted in creating parallel systems with separate management, procurement, staff recruitment and remuneration packages, as well as accounting and reporting. This way of doing business generally reduces efficiency and effectiveness, as well as sustainability.

*The shift towards alignment and coordination (sometimes called harmonization), was formalised by donors and partner countries in the Paris Declaration on Aid Effectiveness.*

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<sup>11</sup> Framework for African Agricultural Productivity, FARA 2006, p. 21

*Several donors are committed to implementing the Paris Declaration which advocates the following and serves as the:*

## **PRACTICAL ACTIONS FOR ALIGNED AND CO-ORDINATED DONOR FINANCIAL SUPPORT**

In order to move towards harmonization, the following gradual changes are expected at national, sub-regional and continental levels:

- Move from “project” mode (under which donors support specific activities) to programmatic support (possibly with notional earmarking) for most of the budget of recipient institutions (including recurrent costs).
- Adopt common processes for strategic dialogue and for planning the activities to be supported by donors—these to be made consistent with the institutional schedules and time horizons of the recipient institutions.
- Adopt common financial management procedures, monitoring and evaluation, reporting and review systems—consistent with those of the recipient institutions
- Where feasible, adapt procedures used in on-going and already committed operations to the above-described harmonized procedures.
- Establish multi-donor trust funds (basket funds) or pooling of funds in the accounts of recipient institutions, including unrestricted core funding (budget support).
- Achieve improved harmonization and alignment but to be approached in a flexible way. At the country level, advocacy for improved harmonization and alignment will generally not be specific to agricultural productivity interventions; rather it will take place at sectoral or national levels.



- Harmonisation should be reflected in country strategy, policy statements, institutional evolution, and programmes and should be discussed and reviewed at Country Roundtable meetings.
- Commitments and review procedures to be undertaken at sub-regional and continental levels, receiving support under FAAP.

It would however be highly desirable that a critical mass of harmonized support be reached at country and sub-regional levels.

### **INTERNATIONAL CONTRIBUTIONS**

The contributions should be, amongst others, in the following principal areas and should:

- Bring best practices, data, knowledge and expertise from other regions of the world to bear on African issues.
- Provide research-based, relevant information and data for training, and curricula and course development.
- Provide specialized expertise in cutting-edge sciences including biosciences, social sciences and policy analysis.
- Create critical mass and building capacity through collaborative research.
- Enable cross-country and cross-continent replications and comparisons to inform African research and development.

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