

# INNOVATIONS IN EXTENSION AND ADVISORY SERVICES INTERNATIONAL CONFERENCE

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## Stakeholder Processes for Reviewing Extension Systems

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# **Stakeholder Processes for Reviewing Extension Systems: comparative analysis of 3 country experiences**

## **Lebanon, Niger and Mauritania**

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## Background

- **Declined national extension systems – various reasons**
- **Weakness of the public extension services**
- **Involvement of multiple actors providing advisory services**
- **Fragmented efforts, no coordination and limited effectiveness**



## Background

- **Governments recognized the negative impact on small producers - majority of farmers**
- **Farmers, POs and civil society advocated for better advisory services.**
- **National strategy documents prioritized strengthening advisory services - immediate action**

**Governments requested FAO technical assistance**





## Core Questions:

- **How to avoid mistakes of the past / copying ready models**
- **Who are the key players in today's advisory services?**
- **What are the roles of the various stakeholders?**
- **How can accountability to smallholders and their organizations be achieved?**

**Need for country-specific processes – context and diversity**



## The process

- **Emphasis on a participatory and consultative approach**
- **Crucial role for farmers and POs as clients and partners**
- **Principles of pluralistic and demand driven services**
- **Capacity development as an overarching principle**



## The process

- **Analysis and assessment**
- **Designing a new advisory system**
- **Developing a proposal, including resources requirements**

**Active participation of all stakeholders throughout the process**



# Constraints

## Niger

- **Conservatism – reluctance to open up**
- **Delay of the process/overload on SDR secretariat**
- **Weakness of national federations of POs and rivalry among them.**
- **Weak analytical level of national consultants.**

## Lebanon

- **Process interruptions – 2006 war and other**
- **Several changes of project consultants**
- **Several ministerial changes during the lifetime of the project**
- **Weakness of POs and lack of national federations**



# Strengths

## Niger

- **Commitment of the government and RDS secretariat**
- **Representation of stakeholders in the NSC**
- **Participatory process involving NGOs and POs**
- **Capacity development process for POs**
- **Commitment of POs - financial contributions**
- **Legal framework allowed a pluralistic advisory system**
- **Consultations with the donor community - RDS**

## Lebanon

- **Commitment of the Government to strengthening extension**
- **Stakeholder dialogue initiated by the MoA within ADS**
- **Participatory process involving all stakeholders**
- **Systematic needs assessment of farmers/ survey of SP**
- **Dynamic NGOs and private firms - long experience**
- **High interest of all stakeholders and SP in collaboration**



# Weaknesses

## Niger

- **No systematic assessment of farmers' needs & priorities**
- **Need for review of research and education system**
- **Low capacity of POs**
- **Insufficient experience of most NGOs**
- **Poor perception of different roles of POs and the Chambers of Agriculture**

## Lebanon

- **Limited budget / delays & interruptions**
- **Weak status and understaffing of public extension**
- **Weak involvement of research**
- **Low capacity of POs & federations**
- **Fragmented donor support to the extension system**



# Results

## Niger

- **Proposal for a pluralistic and DD advisory system.**
- **Budget and plan for implementation**
- **Mechanism for defining POs' priorities and demands for services.**
- **Development fund plan managed by POs**
- **Pilot phase is already under way**

## Lebanon

- **Proposal for a pluralistic, DD advisory system**
- **Legal framework for implementation**
- **Cost calculations and proposals for funding**
- **Maps at Caza level for effective resource planning**
- **Extension database at the MoA - networking and facilitation**





## Conclusions & guiding principles

- **Multiple players providing RAS – new roles, partnerships and coordination**
- **National government's commitment and openness - enabling environment and facilitative role**
- **Stakeholder participation and involvement of farmers and POs – ownership, commitment and relevance**
- **Increased investment and different funding modalities are needed – sustainability and effectiveness**



## Conclusions & guiding principles

- **Organizational development and change management for SPs and POs**
- **Weak organization of farmers limit their contribution & influence – measures to address PO capacities are needed**
- **Review of the role and capacity of research its and linkages with RAS**
- **National leadership of the process, and adequate delegation of authority**
- **Stability and consistency are essential for the maturity and success of the process**



# THANK YOU