

WELCOME

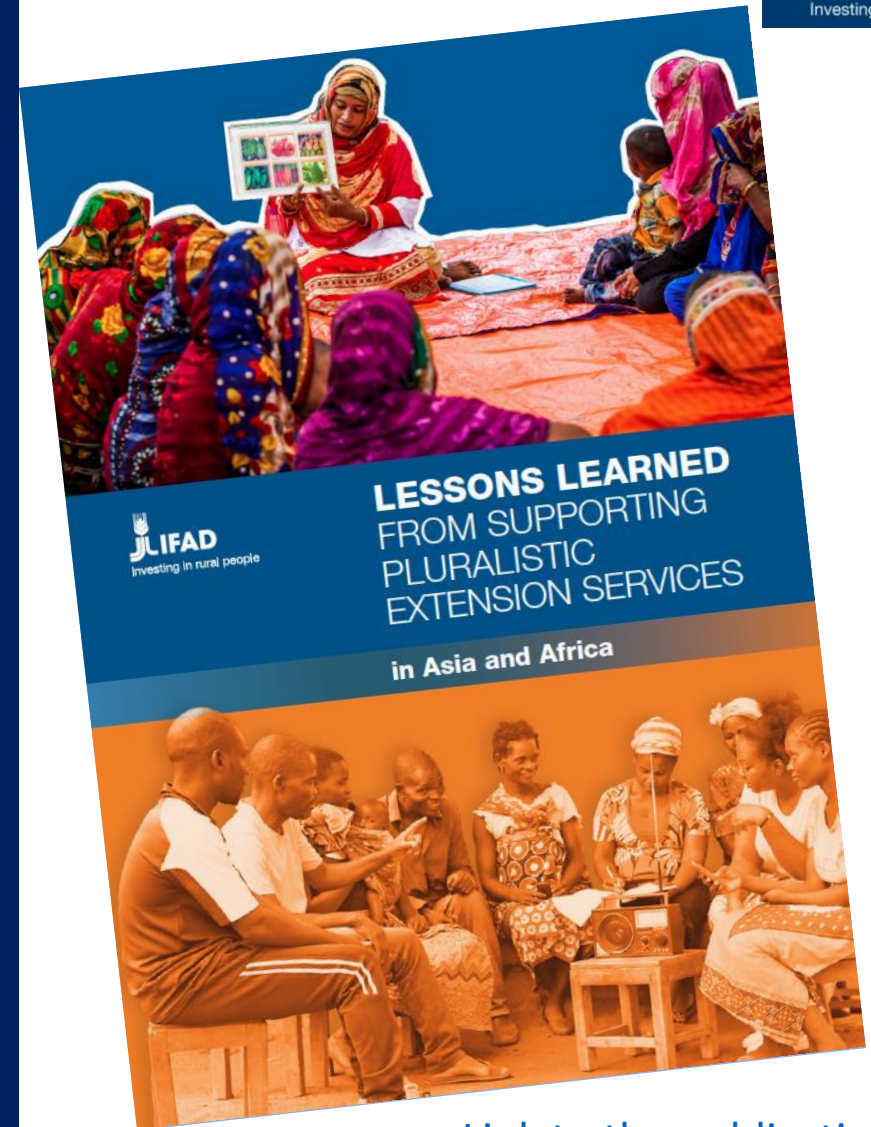
Webinar: 12 December 2022 (Monday)

1300-1430 hrs (Rome Time/GMT+1)

*Presenting key insights from IFAD's latest publication on
"LESSONS LEARNED FROM SUPPORTING PLURALISTIC EXTENSION
SERVICES IN ASIA AND AFRICA"*

*Kindly remember to mute your microphones when not
speaking.*

*You are welcome to type questions in the chat and they
will be dealt with during the Q&A part of the event."*



[Link to the publication](#)

Chair and moderator: Dr Rasheed Sulaiman, Director of the Centre for Research on Innovation and Science Policy in India; Coordinator of the Asian network for extension

Agenda

13:00–13:05	Opening remarks	Thouraya Triki: Director, Sustainable Production, Markets and Institutions Division
13:05–13:25	Overview of the publication with selected examples from ESA and APR	Putso Nyathi: Senior Regional Agronomist, East and Southern Africa Division Marie-Aude Even: Senior Biodiversity Specialist, Environment, Climate, Gender and Social Inclusion Division
13:25–13:50 (5 minutes each)	Panel discussion to share insights on: i) added value and use of the publication for pluralistic extension systems ii) complementary lessons – work	i) John Preissing: Deputy Director & OIC, Asia Pacific Service (CFIB) FAO Investment Centre Division ii) Arnoud Hameleers: Country Director of Bangladesh iii) Blessings Susuwele: Malawi SAPP Assistant Chief Agriculture Officer iv) Canogura Martin Okeny: Gulu Farmers Association, Uganda v) Clara Colina, Program Director, Intelligence Centre of the Farmfit initiative (IDH)
13:50–14:25	Q&A session	Moderator
14:25–14:30	Closing remarks	Marie-Aude Even and Putso Nyathi



LESSONS LEARNED FROM SUPPORTING PLURALISTIC EXTENSION SERVICES

in Asia and Africa



Outline event

- Rationale
- Approach
- Lessons
- Implications
- Panel discussion
- Q&A

- **Rural households need a range of services to enhance livelihoods, adapt CC and access market**
- Public extension services are generally weak in outreach and capacity
- **Most IFAD loan projects invest in “pluralistic extension advisory systems”** engaging public and private extension service providers (PESPs) to broaden services
 - includes production, natural resource management, value addition, marketing, nutrition, adaptation to climate change etc*
- **To make better investments in this area of PESPs, we identified key lessons on:**
 - the selection and engagement of PESPs,*
 - Ways of enhancing efficiency, better reach to last-mile farmers*
 - How to sustain beyond projects ?*
 - How public sector can foster inclusive pluralistic EAS?*



Approach: Business Model Canvas along 23 PESP examples

2. What is required to implement it

1. Identify & deliver targeted value proposition

Social & NRM inclusion

Public-private partners
Public sector
Value chain
Input/seed
Financing
Etc.

Activities
Planning
Trainings
Study tour. fora

Investments
Infrastructure,
Curriculum,
Group & staff
capacity

Value proposition
Advice,
inputs,
services &
market
linkages

Customer relationship
M&E & feedback
Participation

Delivery channel
Extension staff,
community workers
ICT4D, groups,
agripreneurs etc.

Customer segments
Targeting
Household
Pains &
gains

How to design PESP

3. Cost-recovery

Cost structures
Operating costs: overhead, staff, training etc.

Revenue streams
Direct: Public support, fees, transaction, dues
Indirect: reduced cost, value created

Efficiency & cost-effectiveness

Financial & institutional sustainability

Government enabling role: piloting, public-private partnership, investments & public support

OVERVIEW LESSONS

10 lessons & good practices

1. Diversity PESP
2. Bundling
3. Channel: Quality last mile system
4. Inclusion & feedback system
5. Scaling innovations through PESP
6. Leverage ICT
7. Cost-benefits
8. Revenues
9. Co-finance
10. Institutional sustainability

How to design PESP

Social & NRM inclusion

Efficiency & cost-effectiveness

Financial & institutional sustainability

ICT

12 BOXES with over 25 CONCRETE EXAMPLES



A word cloud containing various project names and acronyms, including: HVAP, CMRC, S3P, VODP2, APDMP, SPRAD-SS, PAIVA-B, FARM, PRELNOR, Art, JTELP, CHARMP, SNaPP2, ASPIRE, SAPP, ASHA, KCEP-CRAL, SMLP, PACE, READSI, and AMD.

Lesson 1: Examples of PESPs

Projects use different types of PESPs depending on local context and needs

Private Entity

Producer organization

Uganda, PRELNOR) & PO

- PO deliver better services to members + revenues
- Last mile services ; trust; proximity

NGO-specialized

Zambia, (S3P) Burundi PAIVA B & specialized providers

Using specialized NGOs for specific extension services
PEA, CA/CSA, Gender ,Co-operative development

Upstream VC

Partnership with Mars in Indonesia

- Mars cocoa academy, cocoa village & cocoa doctors to improve quality cocoa & CSR
- Mars train project last mile workers & public extension

Downstream:

KCEP- CRAL- Kenya

- Conservation agriculture services providers, provide extension services on CA in addition to CA services
- Agrodealers

Rural finance

India: partnership with bank and PO

Bank co-finance PO led service centre (CCMC)
That manage credit & provide business advisory: so increase bank outreach & de-risk credit

Lesson 1: DIVERSITY PESP

Entity	Strengths	weakness	Shared interest
Producer organization	Cost trust social remote	Capacity; income	Value for members
NGO-specialized	Technical capacity; grant	Cost ; sustainability	Revenue; shared goals
Upstream VC	Embed market; expertise co-finance	Exclusions ; mono crops ;	Improved sourcing; CSR
Downstream: input seeds	Embed access input; cofinance; expertise	Conflict interest	More customers ; CSR
Rural finance	Embed finance; business	Agri capacities ; outreach	Outreach; bankability

=> Selection of the right PESP depends on the locally identified demand for and offer of services, and considers capacity gaps and long-term interest in providing extension services.

Lesson 2: BUNDLING

Projects use PESPs to bundle different services to enhance impacts

- Farmers benefit most from projects that can effectively bundle different services across the value chain.
- Depending on context and the existing strengths of PESPs, projects bundle services by:
 - (i) PESPs aggregating/bundling different services
 - (ii) Supporting platforms and the engagement of various specialized PESPs
 - (iii) Bundling within value chain partnership



Context based bundling: Example Nepal HVAP

Mapping needs per VC

Area of Services	Apple	Ginger / Turmeric VC	Goat VC
Inputs			
Technical			
Market			
finance			

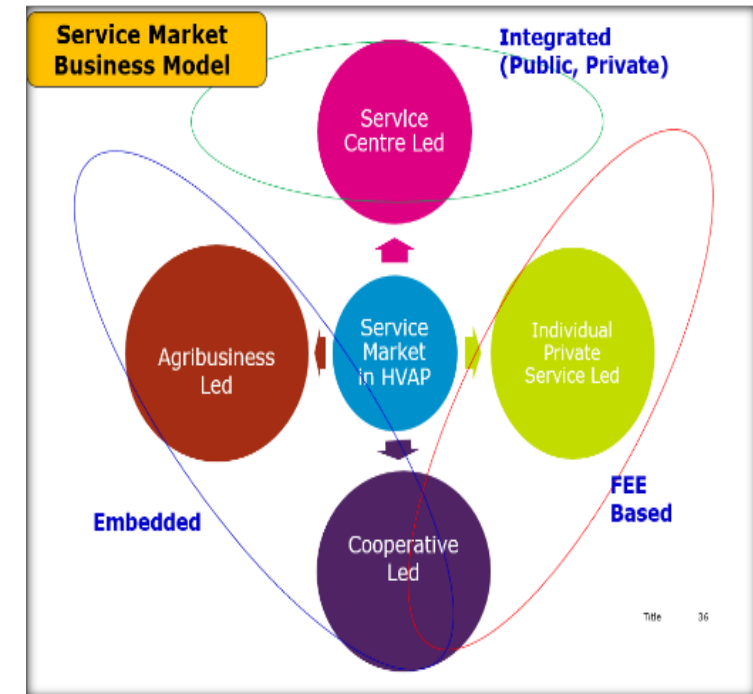
Mapping service providers

Type of Service Provider	Service Availability / Provided	Gaps / Opportunities	Support from project	Need
Lead farmers, paravet, input cooperative, government etc.		•		

Options per services

Area of Services	Potential SPs	Areas of Interventions
Business Development Services: A	<ul style="list-style-type: none"> • Individuals • Cooperatives • DCCI • LNGOs 	<ul style="list-style-type: none"> • Capacity Enhancement • B2S interaction • Co investment / Start-up cost for BDSPs (USD 1500) • Diversification of Services provision

Designing & testing pluralistic models

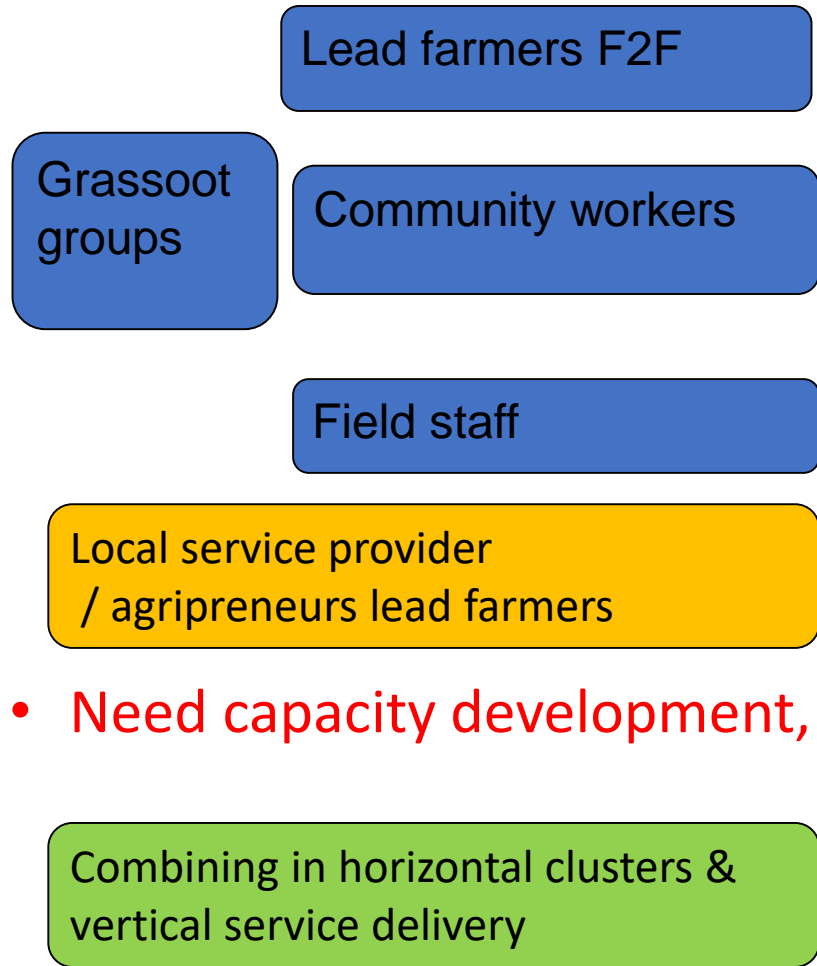


Source: Sanjeev Shrestha note; consultant for Nepal portfolio supporting such projects

Lesson 3

- **Locally trusted community-based extension systems** are crucial for effective peer learning, trust and outreach.

Projects employ diverse “last-mile delivery channels” that require dedicated investments



Malawi Sustainable Agricultural Production Programme (SAPP) uses one lead farmer /15-20 follower farmers.

Uganda’s PRELNOR : 200 community-based facilitators / 54,000 farmers in 1,800 groups.

Kenya (KCEP) mechanization service providers to provide advisory services on conservation agriculture.

- **Need capacity development, backstopping & vertical delivery system**

Bangladesh PACE/PKSF system: PO, value chain assistant and facilitators support cluster with groups, lead farmers, local services providers, input deal and value chain

Lesson 4: TARGETING & INCLUSION

Projects employ different mechanisms to improve targeting and make services demand-driven

Dedicated mechanisms are required to **improve targeting and demand-driven services:**

- Quality mapping and registration of different target farmers: baseline and targeting.
- Last-mile workers are selected and trained depending on different target farmers (i.e. gender, etc.).

SMLP-CSARL in Eswatini applies a differentiated PESP system: public extension for CSA in food deficit HH; private PESP for market oriented HH

- Mechanisms are integrated to ensure regular participatory planning and feedback mechanisms, and ideally support farmer groups/communities to recruit PESPs directly.

PRELNOR Uganda & group self appraisal & actions plans; Bangladesh NATP2 micro extension plans

- Quality monitoring and accountability are key for tracking and ensuring impacts for different farmers.

i.e. partnership with WOCAT on participatory SLM monitoring

IDH & MARS work on farm data for extension

Lesson 5: SCALING GREEN THROUGH PESP

Projects link PESPs to research and value chain actors to help integrate and scale relevant climate-smart technologies

- **Dedicated partnerships with research are needed** to develop locally relevant climate-smart agronomic innovations.
- Partnerships with PESPs are key to facilitating the scaling :
 - Strengthening production of adapted seeds, technologies and inputs by local groups and agripreneurs
*Training lead farmers on adapted seed production/sale in ESA;
Example: Bio-resource entrepreneur in India; C etc.*
 - Embedding innovations and practices within value chain partnerships and standards
Partnership with Mars on cocoa sustainable practices & ag-forestry
 - Developing dedicated “green financing” mechanisms to finance proven innovations.
Partnership with Women dvpt fund and banks to co-finance adoption of climate smart package ;

Lesson 6 ICT

ICT improves the efficiency, inclusion and sustainability of PESP's last-mile delivery

- **Diverse ICT solutions help deliver better services** by:
 - (i) Improving monitoring, feedback and targeting
 - (ii) Bundling of services and linking demand and offer
 - (iii) Improving the quality of services (embedding climate advisory, tailored agronomic advisory, etc.)
 - (iv) Facilitating remuneration of PESPs.
- However, the **digital divide** is still acute & farmers still mostly learn through trusted peer learning
- Therefore, **ICT options should be embedded in pluralistic extension systems** and used to further empower last-mile extension workers to support fellow farmers.

Lesson 6: ICT examples

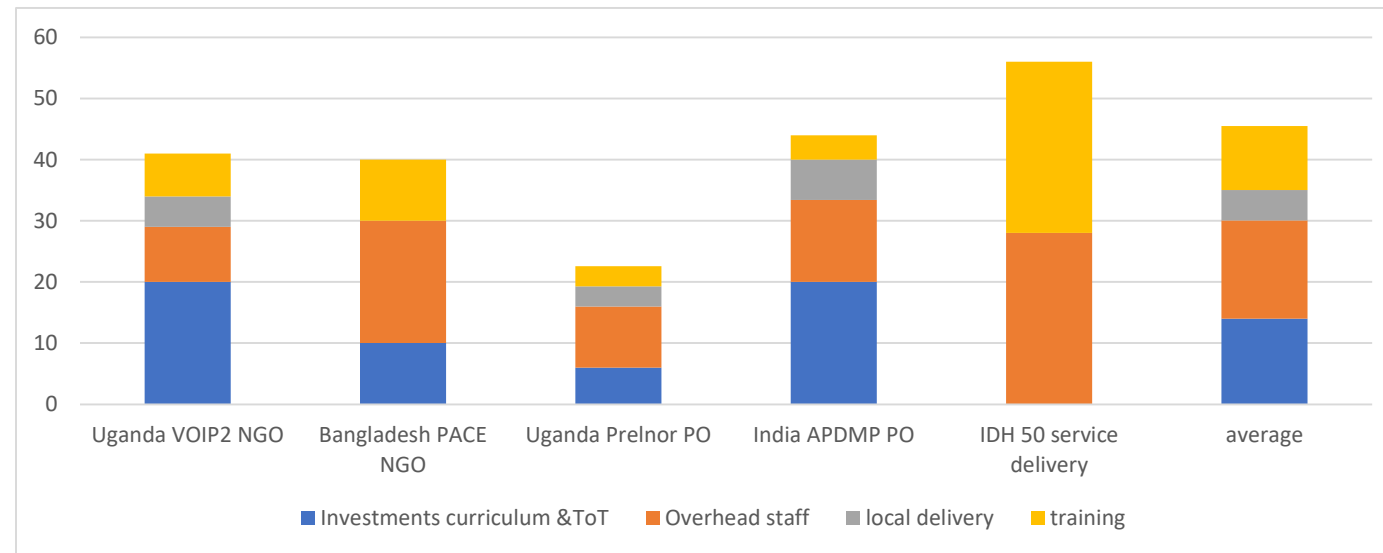
ICT improves the efficiency, inclusion and sustainability of PESPs' last-mile delivery

- ***In Malawi, where mobile network penetration is still low,:***
 - *Rural resource centres equipped with ICT equipment and radios are reducing the digital divide, as farmers can access video advisory services*
 - *General advisory services from radio programmes.*
 - *SAPP developed a mobile application called DAESv1,*
 - *SAPP reports that 71 per cent of households (against a target of 50 per cent) reported an increase in production, and 57 per cent of beneficiaries were satisfied with extension services provided by the project.*
- ***In Kenya, KCEP Regional Programme Coordination Unit (RPCU) formed WhatsApp group to bring together all public & private actors & farmers ;***
 - *Helped timely access to inputs and early planting by farmers despite covid.*
 - *In 2020, 68 per cent of farmers reported increased production due partly to improved coordination and timely implementation of farm activities.*

Lesson 7: COST EFFICIENCY

Tracking extension costs and benefits helps increase cost-effectiveness

- Important to track extension costs, separating investment costs from operating costs, with different cost recovery.



Source: Project annual workplan, budgets and expenditures

To reduce costs, projects can:

- Balance operating & investment:** cheap use of last-mile extension workers vs investment and supervision costs required; *Uganda Prelnor CEW*
- Overhead costs : up to 50% costs & are mostly fixed**=> increase scope or scale of services / outreach; cost-share ; *India APDMP Producer organization*
- Improve outreach** through efficient cascading systems and dissemination modalities. *Bangladesh PACE*

Lesson 7: COST EFFICIENCY

Tracking extension costs and benefits helps increase cost-effectiveness

- Higher costs are sometimes needed to ensure sustainable quality impacts, so costs should be reviewed against benefits and sustainability.
 - *Ex. EKATA CARE Burundi realized that bringing gender-transformative approach was only 16 per cent more expensive (US\$303 per participant instead of US\$263 for a gender-neutral approach) but created twice the value of Gender Light and almost 8.5 times more than the control.*
- > EKATA GT approach had the highest return on investment, at 410 per cent,*

Lesson 8: Sustainable revenue streams

PESPs use a diversity of revenue streams for financial sustainability

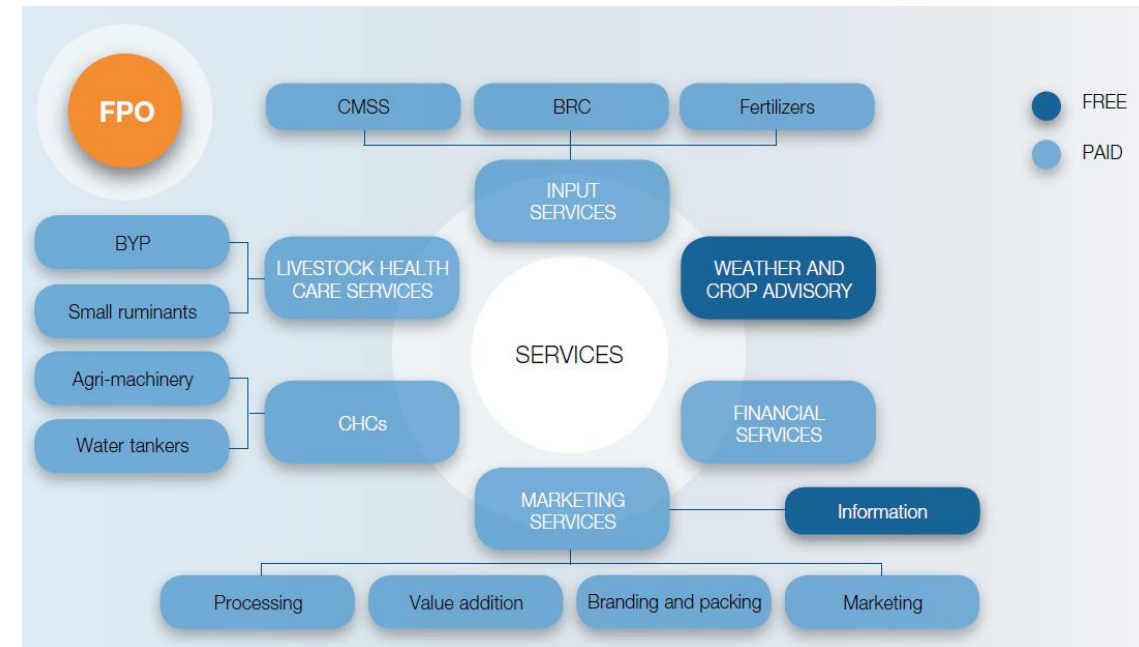
- Most services need to be maintained beyond the project
- => Early **exit strategies and business plans for revenue streams:** ,
- (i) non-monetary incentives;
 - (ii) membership fees;
 - (iii) fee-based services; and
 - (iv) transaction fees.

=> **Increasing revenues:**

- Diversifying
- Increase outreach

Example APDMP India Farmer producer organization combining different services & revenue streams: 43% recover costs

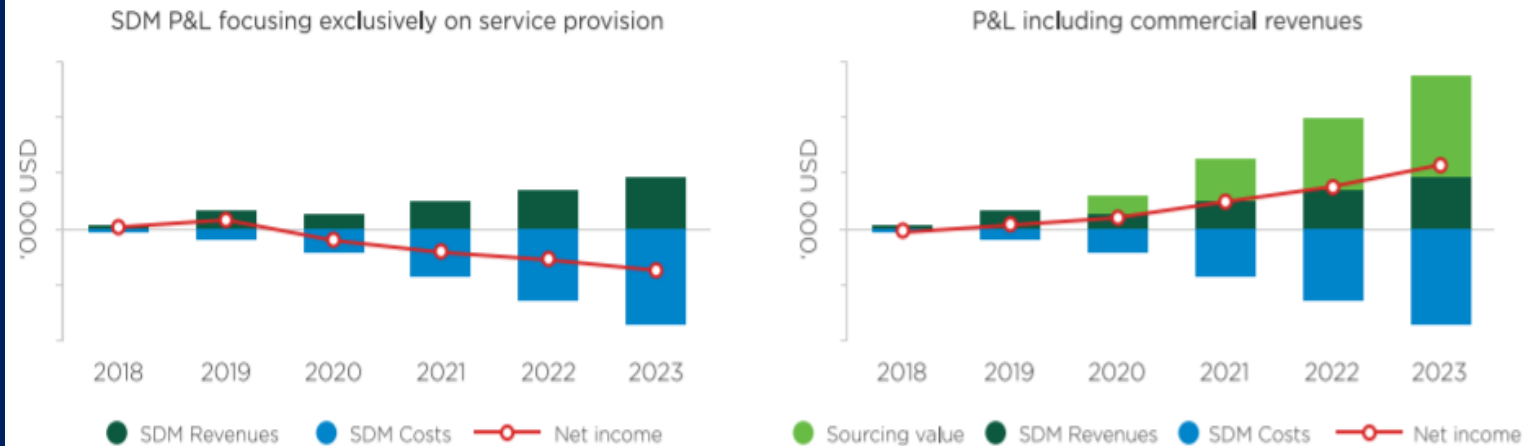
CCMC: 50% < Bank interest



Lesson 9

PESPs mobilize co-financing to achieve inclusion and financial sustainability

- Achieving financial sustainability takes time and may not be achievable with only private financing.
- Extension services create value beyond revenue generated, and such benefits should be quantified.



IDH, 2020

- **Public investments are important** to increase financial viability
- Governments can also facilitate **partnerships and private co-financing**

Sri Lanka, NADeP : 17 VC partnership with FO & Bank

Beneficiary household investment cost (US\$1,500 on average) split between:

(i) program matching grants (ii) incentivized credit as

Part beneficiary contribution; (iii) private sector (agribusiness) with extension services

India APDMP: project initial support in equipment, investments, running costs;

Lesson 10: INSTITUTIONS

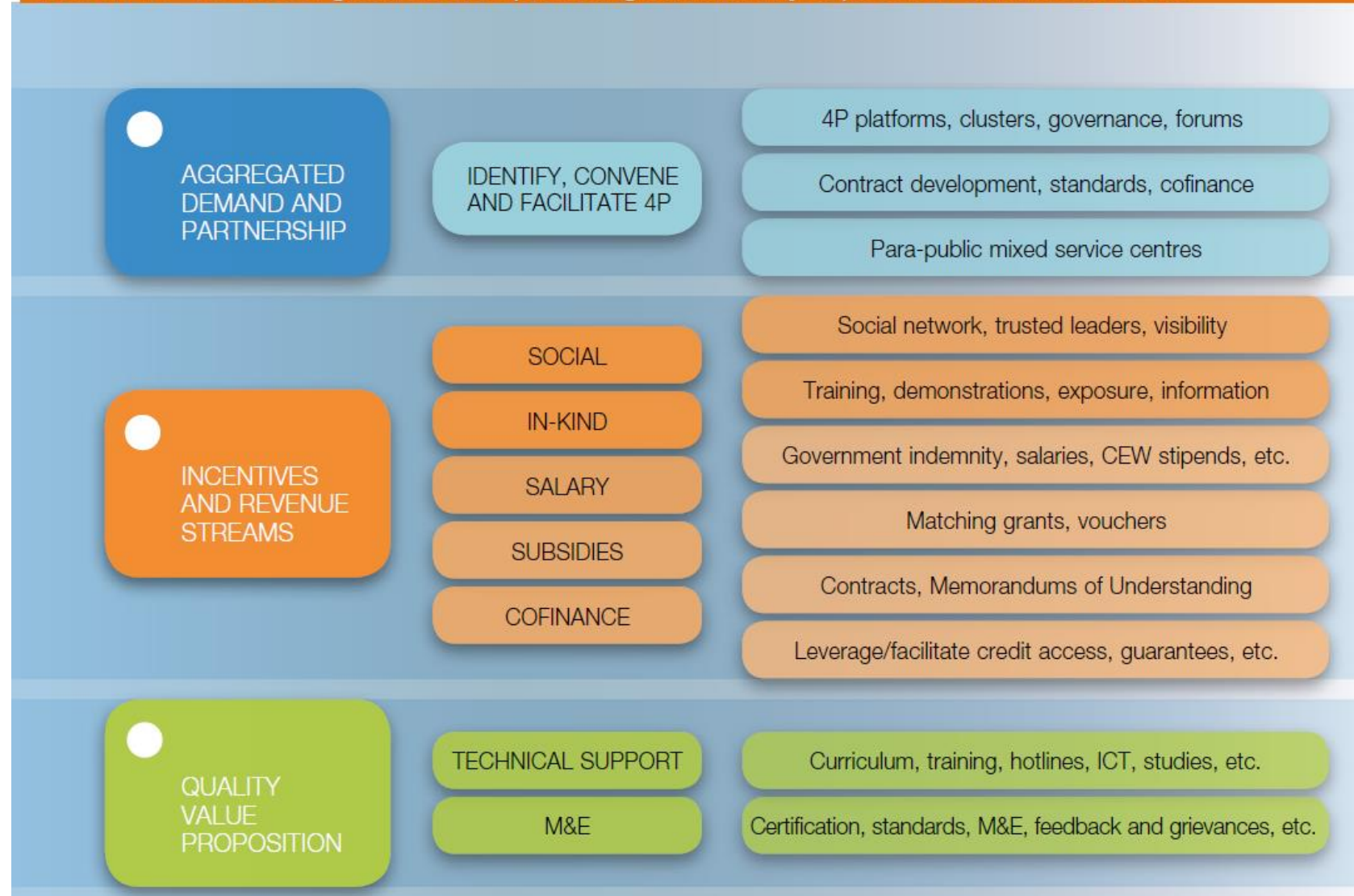
Long-term support and partnerships are required to deliver sustainable services to the last mile

- Project Exit strategy often **relies on PO and last-mile service providers**
- But **sustainability takes time**, efforts needed on institutional framework:
 - (i) build on existing institutions;
 - (ii) develop exit strategies and business plans from the start; and
 - (iii) Track maturity progress (score card)
Sri Lanka SAP strategy for differentiated support to PO based on initial maturity score card;
- Invest in **sustainable training material and curriculum**
Wocat-IFAD Cambodia: integrate SLM in extension curriculum
- **Integrate last mile service providers:**
 - Public extension systems. *Malawi, SAPP: lead farmers integrated in extension,*
 - Federations, : *In Vietnam AMD, lead farmers integrated in PO network*
 - Networks *GFRAS & national platform*
- *The Uganda Forum for Agricultural Advisory Services (UFAAS) developed extension guidelines and standards to measure PESP performance and code of conduct with registration and accreditation process;*

Lesson 10

Government is key to providing an enabling environment through dedicated investments, coordination mechanisms and quality assurance.

FIGURE 6 The role of government in promoting sustainability of pluralistic extension services



Strategic Recommendations (appropriate to each stage)

10 lessons & good practices

- Quality selection
- bundling mechanisms
- Quality last mile system delivery & feedback
- Leverage ICT
- Economic business model for cost-revenues
- Quality institutional framework
- Enabling environment to convene, ensure quality and facilitate co-finance



At the design stage

- Mapping demand, existing PESP & capacity gaps
- Identification of bundling systems
- Exit strategy & business model in mind

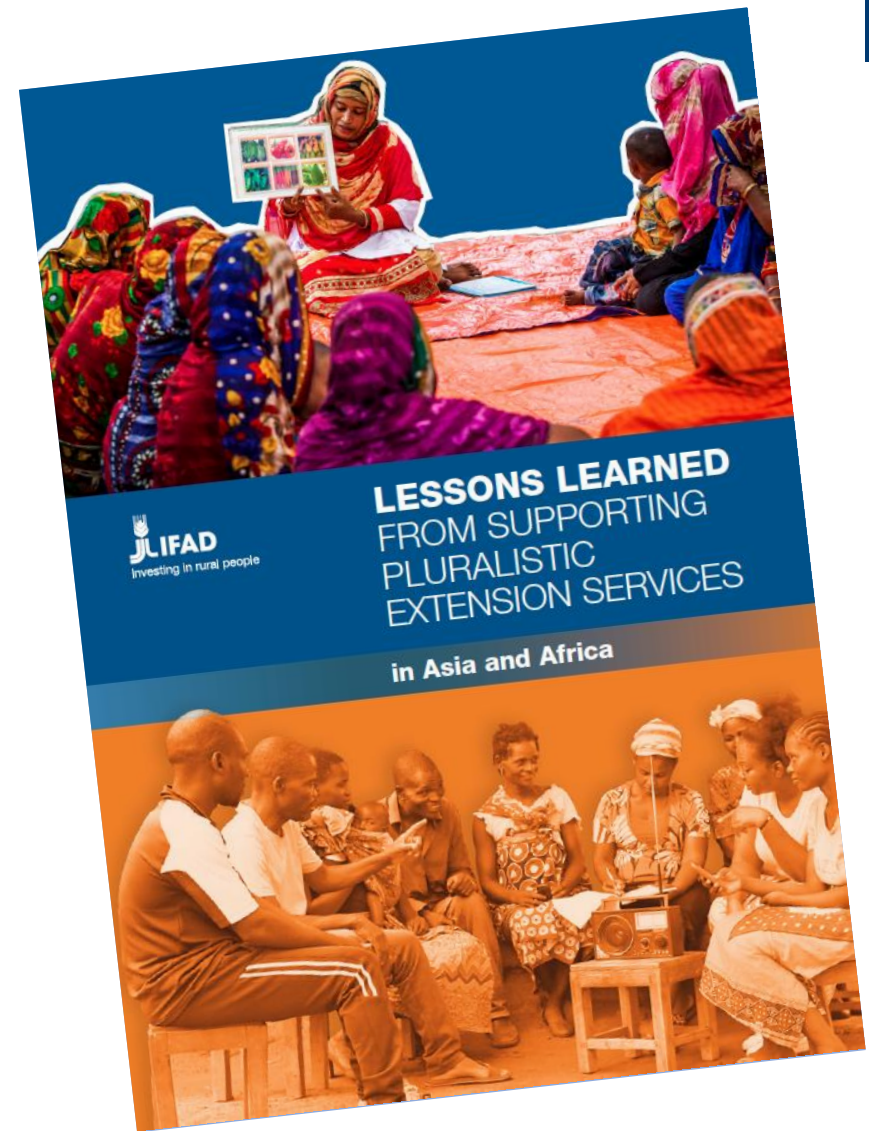
Implementation readiness

- Identify mechanisms for capacity development
- Formalisation of partnerships

At the Implementation Stage

- Monitoring and Evaluation
- Exit/Sustainability Plan
- Strengthen Business Models
- Leveraging PPPs

Thank You!



[Link to the publication](#)

Acknowledgements

Collective work!

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The development of the lessons learned also benefited from collaboration with several FAO colleagues. The team collaborated with the IFPRI-FAO study on human capital and benefited from cross-learning. IFAD also contributed to an event organized by FAO on entrepreneurship in extension that contributed to lesson 3. Finally, events and exchanges organized with the FAO-Farmer Field School platform informed box 7 and lesson 6.

PANELLISTS

- John Preissing: Deputy Director & OiC, Asia Pacific Service (CFIB) FAO Investment Centre Division
- Arnoud Hameleers: Country Director of Bangladesh
- Blessings Susuwele: Malawi SAPP Assistant Chief Agriculture Officer
- Canogura Martin Okeny: Gulu Farmers Association, Uganda
- Clara Colina, program director for FarmFit intelligence on private service delivery; (IDH)

ADDITIONAL EXAMPLES

& reference external publications & networks mentioned

- Malawi SAPP & lead farmer model
- India APDMP farmer organization model
- Bangladesh PACE micro-credit NGO & value chain cluster model
- Cambodia Aspire pluralistic extension system policy & investment tools
- IDH farm fit
<https://www.idhsustainabletrade.com/farmfit/>
- <https://www.g-fras.org/en/>
- <https://www.ifpri.org/publication/investing-farmers-agriculture-human-capital-investment-strategies>
- <https://www.aesanetwork.org/tag/agricultural-extension-in-south-asia-aesa/>
[Link to the publication](#)

LEAD FARMERS IN DECENTRALIZED, PLURALISTIC & DEMAND DRIVEN EXTENSION SERVICES

Lessons from Sustainable Agriculture Production Programme (SAPP)

Presented by
BLESSINGS SUSUWELE
Department of Agriculture Extension Services
MALAWI



Lead Farmer Approach in Malawi

- The LFA was formalized at the time the Ministry of Agric (MoA) embraced pluralistic, demand driven extension services.
- SAPP adopted the Lead Farmer Approach to support extension coverage in the six implementation districts
- The MoA through the Department of Agric Extension services has provided guidelines on how lead farmers should work in Malawi.
 - LF's jurisdiction is a village
 - Works as volunteers and cannot be recruited as a formal extension worker
 - The village/Community has an upper hand in the work of the LF
 - The LFA is guided by the Extension system of the country i.e LF works under the supervision of the frontline extension staff
- LF works through; Individual & farmer groups, DAESS, Lead farmer network, Action plans
- Currently working with 14,901 (7,896 males, 7,005 females and 3,261 youths)



Farmers appreciating one of the field days manned by a LF in Nkhotakota District on groundnut seed multiplication

ENGAGEMENT AND WORK OF LEAD FARMERS

Engagement with Lead framers under SAPP

- Lead farmer focuses on one enterprise (Land Resources, Crop Production, Livestock, Nutrition)
- No duplication of lead farmers in the same village
- LF are selected by the community though a participatory process
- Selected LF are those that can read and write
- LF with good personal attributes are selected; Hard working, honest, tolerant, development conscious, cooperative, sacrifice for others, early adopter, approachable

How LF complements government

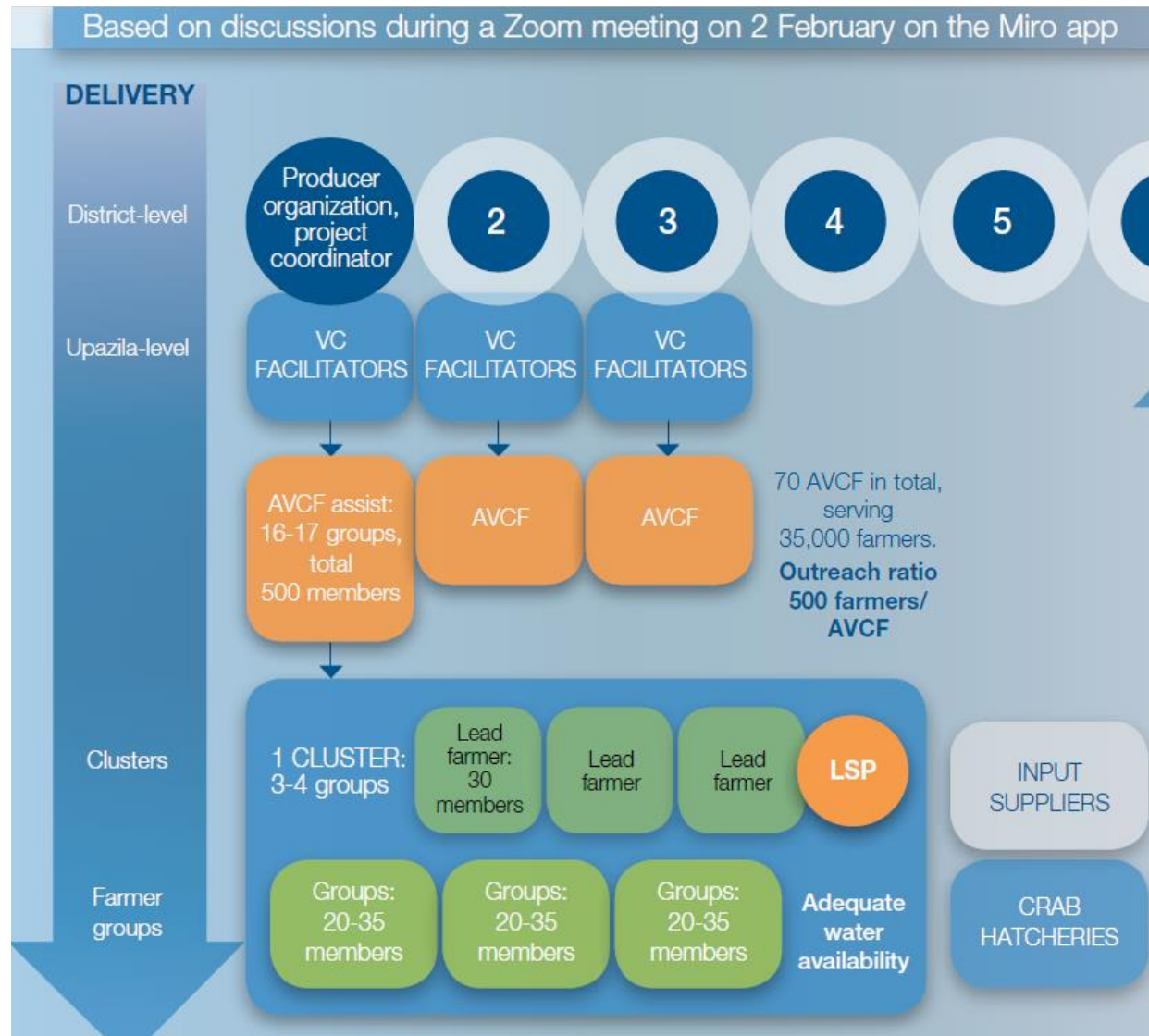
- The LF promote GAPs based on their areas of specialty in areas where the extension workers are stretched with work
- The LF helps in data collection, mobilization of communities in undertaking agriculture based development work
- Under SAPP, Lead Farmers perform the following under guidance from the extension worker:
 - Mounting and management of demonstrations for both crops and livestock
 - Organizing field days
 - Implementing Farmer Field Schools
 - Small-stock housing and management
 - Food and Nutrition through IHF
 - Gender mainstreaming through ULLA

Sustaining the LFA beyond SAPP

- Training of the Lead farmers in various technologies including facilitation and communication skills
- Involvement of local and community leaders in the selection and supporting of lead farmer has helped their institutionalization into village development structures and processes at village and area levels
- The lead farmer network where they regularly meet to discuss agriculture development issues at EPA level has enhanced their recognition by several stakeholders as important stakeholders in development work
- The project has motivated them through considering them for tours, training, demonstration materials, literature and recognition through certificates which reinforce their interest in the work
- Development structures and NGOs have been sensitized on the approach hence will continue to use and support them beyond SAPP

Lesson 2 -3: Example: Bangladesh PACE

For quality and sustainable services:
Need to integrate such systems within extension service provision
Include capacity development



Lesson 7 -8-9: ex.

APDMP example:
optimizing costs
and diversifying
revenues;

Importance
public
investments

COSTS

Investments::
equipment
training etc.

Fixed Cost:
Rental office
2 office staff

Operations:
Transport field
staff; purchase
costs

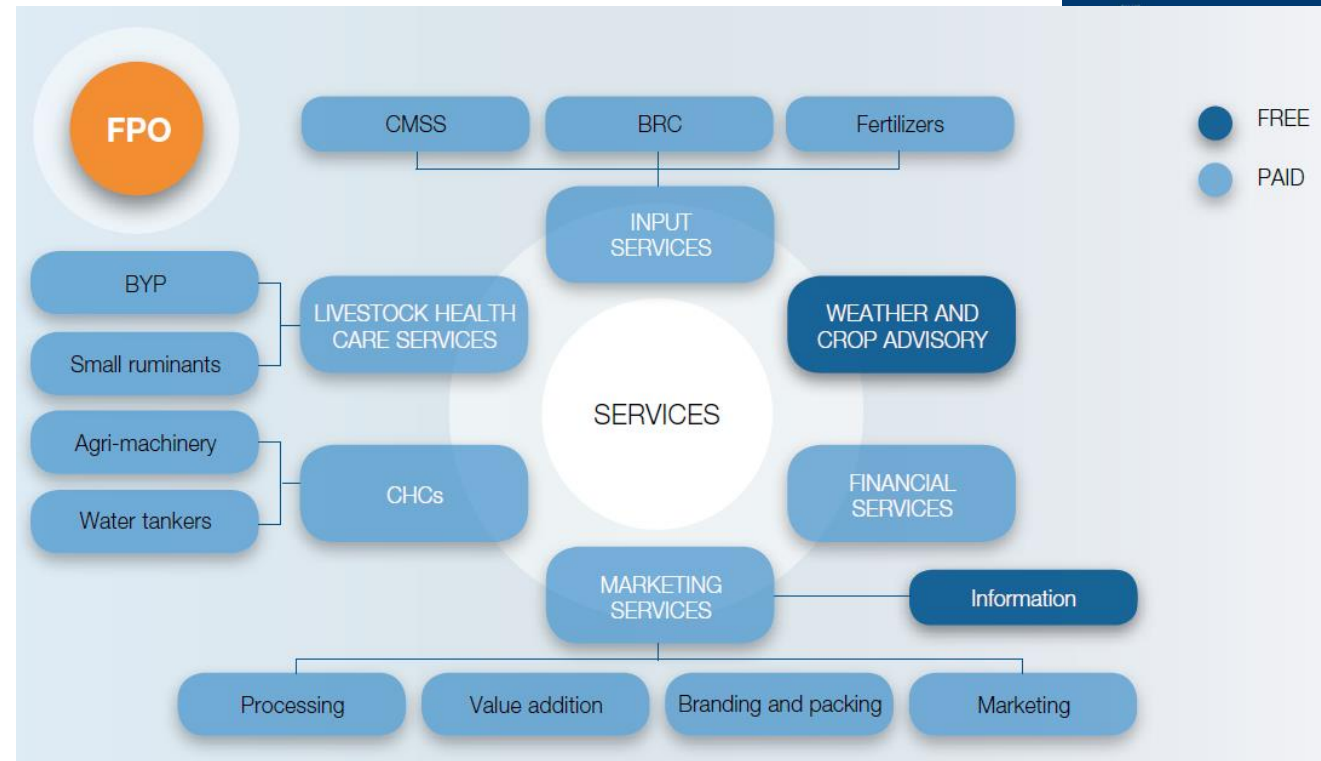
=> reduced
staff / increase
outreach

REVENUE

Project
+benefit
activities

=> Need
Financial
capacities

Access
credit
CCMRC
more
stable



Name of the business	Quantity	Revenue generated (₹)	Number of farmers benefited
Seed business	705 kg	148,000	176
Rice business	400 bags	440,000	345
Rice bran business	90 qtl	180,000	183
Tarpaulins	225	337,500	225
Pulses	450 qtl	1,912,500	64
YSR Janata Bazar	3,225 kits	322,500	3,225
Custom Hiring Centre (CHC)	Net profit	411,889	486
Bio-inputs sales	625 l/kg	51,5	146
Feed for pregnant ewes	52 qtl	94,9	153

Example for lesson 9 & 10: Cambodia Aspire

Example
Cambodia
Aspire:
integrated
government led
approach &
national policy
engagement
engagement
successes

- Strong policy component articulated to extension policy reform promoting pluralistic extension
- Performance based allocation of 5 public investment tools
 - Public system including FFS
 - CEW as last mile delivery and facilitators of F2F extension
 - Contracting NGO/ SP for specific demand
 - Incentives for PPP contracts
 - Support for cooperative to deliver services to their members
- Coordinating & institutions: Business cluster, cooperative, extension platform; ICT
- Emergence of strong role of local service providers + ICT
- + 30 to 500% productivity increase