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Semi-Arid Food Grain Research and Development  
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**PRODUCTION SUPPORT AND FINANCIAL SERVICES PROGRAM:**

**INNOVATIVE PILOT ACTIVITIES FOR IMPROVING  
LIVELIHOOD OF FARM HOUSEHOLDS IN WEST AFRICA**

**PLAN OF ACTION**

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## ***INNOVATIVE PILOT ACTIVITIES FOR IMPROVING LIVELIHOOD OF FARM HOUSEHOLDS IN WEST AFRICA***

### **INTRODUCTION**

#### **1. Background:**

Agriculture is the major activity for about two-third of the working force in most West African countries. However, the growth of the agricultural sector has been slow to help attain food security, contain malnutrition, alleviate hunger and reduce poverty. Because of inefficient delivery of agricultural production support and financial services (PSAFS), minimal use of technological inputs, increase of agricultural production barely kept pace with population growth. OAU/STRC-SAFGRAD through the financial and technical support of USAID/AFR/SD/ANRE, evaluated the PSAFS situation in Ghana, Mali and Senegal.

Over the last two years the PSAFS program activities implemented in the above three countries has identified a number of innovative options that will enhance not only agricultural growth, but also the need to operationalize introduced policy reforms in order to create the enabling environment for the private sector to play a pivotal role in investment and delivery of agricultural inputs.

#### **2. Objective and Methodology of Field Study to Develop PSAFS Pilot Program Activities:**

The PSAFS established framework that guided national and regional efforts not only identified innovative options that will need to be further developed and tested as pilot project activities, but also documented several cross cutting issues of production support and financial services that could accelerate agricultural growth. The major objective of this field study is to develop a program of activities and an action plan for each of the identified innovative options.

Based on the inventory surveys and the PSAFS framework operational in each of the three countries mentioned above, the team employed a participatory approach involving beneficiaries to develop the plan of actions and activities of the identified pilot project. The team followed the scope of work and terms of reference included in Annex 1.

For the field study, the team visited Ghana, from November 19 to 26; Mali, from December 1 to 8; and Senegal, from December 9 to 15, 2001. In each country, it held series of discussion meetings with farmers including women groups, research and extension institutions of the public sector, with NGOs and parastatals that are engaged in the provision of microfinance, training, other services, etc. Persons and institutions that were contacted are listed in Annex 2.

In each country, the team first, described the operational scheme of the identified innovative PSAFS model and documented its strengths and weaknesses. Second, to improve the efficiency of each model, program components and activities to attain project objectives were elaborated.

The purpose of the pilot activities is to further test and validate lessons learned and best practices. One of the major thrusts of the pilot activities is to network with various agricultural development servicing agencies such as research, extension, NGOs and organizations engaged in the provision of microfinance, technology transfer and streamlining of income generating activities for women groups in various villages.

The proposed plan of actions of each pilot project has created enthusiastic interest and support among beneficiaries as well as implementing partners both at national and regional levels. This is because these pilot activities will directly deliver support to develop PSAFS capacity of the beneficiaries at community level. Feed back received from each country has been that full realization of the proposed pilot activities will take about two years. A participatory framework for effectively implementing the PSAFS innovative pilot projects both at national and regional levels has been put in place.

This report is organized as follows. While PSAFS pilot project activities are presented for Ghana, Mali and Senegal respectively in section 1, 2 and 3, the overall budget is presented in section 4 of this document, followed by annexes.

**SECTION I : GHANA PILOT ACTIVITY**

**DEVELOPING THE NUCLEUS FARMER SCHEME AS  
PRIVATE SECTOR-LED AGRICULTURAL PRODUCTION  
SUPPORT AND FINANCIAL SERVICE PROVIDER**

**PILOT PROJECT:**  
**Developing the Nucleus Farmer as a Private Sector -  
Led Agricultural Production Support and Financial Service  
Provider in Ghana**

## **I. Introduction**

### **1.1 Background**

Agriculture is the major occupation of the majority of Ghana's population and contributes 38% of the GDP. The recently launched Agricultural Service Sub-sector Investment Program (AGSSIP) of the Government of Ghana aims at accelerating agricultural productivity as an engine to reduce rural poverty (52%), attain food security, generate employment and income. Agriculture provides employment to the majority (60%) of the working population, particularly women. Resource poor farmers in Ghana employ low level of technology. For example, an average use of chemical fertilizer in Ghana is 9 kg/ha, about 20 times less than farmers in Asia.

Over the last four decades, the public sector which dominated the provision of inputs failed miserably in stimulating growth of the sector in several sub-Saharan Africa countries including Ghana.

Farmer-based organizations such as the Nucleus Farmer (NF) schemes have increasingly engaged in the provision of inputs, inventory credit, and in linking producers to output markets. These organizations, although weak in their technical, organizational and institutional capacity, can play key role in accelerating agricultural growth. The Ghana Government rural development strategy is also to strengthen farmer-based organizations as pillars of social and economic development in rural communities.

In Ghana, the USAID-supported PSAFS pilot activity will focus on the development of the private sector-led agricultural service provider. Studies have shown that the NF outgrower scheme is an innovative approach in technology transfer to increase agricultural productivity in Ghana (Alhassan, 2000).

### **1.2. The Nucleus Farmer Scheme:**

Under this scheme, the NF or lead farmer operates under the Tiyumtaba Farm (TF) organization in the Gushiegu-Karaga district of the Northern Region of Ghana. Assisted by research and extension agents, the NF serves as a key agent for soybean seed multiplication and transfer of technology (improved seed of soybean and maize, agronomic practices) to more than 200 farmers organized in small groups of 15-20 producers spread over ten villages (figure 1.1). Each village group has its own leader

(chairman) who daily interacts with the TF manager to monitor the timely preparation of land, distribution of seed and fertilizer inputs, the provision of threshing services, etc. The NF also provides tractor (for land preparation) and mechanical threshing services to farmers.

Close assessment of the NF Scheme (or model) by the Evaluation Team of the West African Small Grant Program, as well as the recent participatory analysis involving farmers (beneficiaries) showed the following strengths and weakness.

**a. Strengths:** The attractiveness of the NF Scheme comes from its private sector and investor driven orientation in the provision of agricultural inputs and technical services. Under his/her leadership, backward as well as forward linkages were established among producers (farmers), input suppliers, oil mills, and other stakeholders to ensure production input provision, processing services and ready market outlets for the soybean grain produce.

**b. Weaknesses:** Further analysis of this scheme showed several weaknesses that constrained the realization of its full potential. The identified constraints include:

- i) Producers are not formally organized in groups large enough to reap benefits of collective actions such as acquiring inputs, accessing credits and marketing farm outputs;
- ii) Lack of technical and managerial skills: the scheme has not been intended to build the capacity of its out growers;
- iii) Serious competition for scarce labor at critical periods of the cropping season: most operations in soybean production, particularly harvesting and threshing coincided with peak labor demand for activities on other crops, usually resulting in labor conflicts;
- iv) Poor infrastructure and equipment: limited storage facilities, poor transportation capacity, weak mechanical threshing services;
- v) Inadequate market information, low prices of produced crops at harvest and weak linkages with industrial outlets.
- vi) Lack of participatory decision making involving out growers farmers and NF Scheme.

## **2. Purpose and Objectives of the Pilot Project:**

The purpose of this pilot project is to develop the NF Scheme into a private sector PSAFS provider to enhance agricultural productivity. The main objective of the pilot project is to build the capacity of NF Scheme and its outgrow farmers to improve food security and reduce poverty.

### **Specific objectives:**

The specific objectives of the this pilot project include, but are not limited to:

- i) Strengthen the technical and organizational capacity of the NF Scheme to broaden PSAFS to clients.
- ii) Organize out grower farmers into producer marketing groups (associations) to enhance their agricultural productivity and income generation.
- iii) Create a viable savings and loan association with capacity to leverage resources from microfinance institutions.
- iv) Improve the capacity of women based agribusiness enterprises within the NF Scheme.

### **3. The Pilot Activities: The Development of Private Sector Led Agricultural Support Service Providers**

The major thrust of the pilot activities in Ghana is both to strengthen the NF Scheme as provider of agricultural production support services, and concurrently, to organize the out grower farmers into producer cooperatives to collectively purchase inputs, access credit and farm output markets. Parallel development of the NF Scheme and its out grower farmers will strengthen equal partnership to enhance agricultural production and the generation of income.

As depicted in figure 1.2, the revitalized NF model under the PSAFS program support will lead to the organization of out growers farmers to the following product cooperatives:

- i) The Soybean Producer and Marketing Cooperative that will have members of 200 farmers in ten villages.
- ii) The Women Group Producer and Marketing Cooperative with emphasis on promoting cottage industries with membership of at least 250 members in 10 to 15 villages.
- iii) The Maize Producer and Marketing cooperatives to promote food security with members of up to 200 farmers.

The producer cooperative approach will enable its members to collectively acquire inputs, obtain credit, and market farm outputs by avoiding distress sales. The concurrent strengthening of the NF as production support provider and the organization of the out grower farmers into producer cooperatives are mutually reinforcing to stimulate rapid growth of agriculture. This approach (model) will lead to:

- a) Farmer collective efforts, leverage resources to create saving and credit union to access production and post harvest technologies. Organized broader producer cooperatives to pool resources for a viable savings and credit scheme in collaboration with micro finance institutions.
- b) Forging equal partnership and joint investment between the agricultural production service provider and its clients.
- c) Formal business like working relationship between inputs provider and its clients.
- d) Improve technical skills and leadership for stimulating agricultural production by group of producer cooperatives.
- e) Improved partnership between partners key stakeholders.

To realize the full potential, the scheme needs to be strengthened by a program support to key actors (NF, farmers organization, research extension) to address aforementioned constraints. Combining producer organization and association formation to generate a large enough critical mass can help realize economies of scale in production and processing. It also lays out a viable base for sustaining a savings and loan (S&L) association. The strengthened scheme makes leveraging of resources possible and promotes social capital as collateral for loanable funds. It also facilitates the use of extension service (PSAFS) in the transfer of and accessing resources on behalf of the members.

### **3.1. Program Components**

To revitalize the NF Scheme the following program components activities will be undertaken:

- A. **Capacity building: four types of training are envisioned under this pilot activity (Table 1.1).**
  - i) **Leadership and cooperative management:** a total of 20 people (1 leader from each of the 20 groups) will receive special training provided by SARI, TECHNOSERVE and MoFA. Training will emphasize group formation and operation under good governance principles and rules for decision making, responsibility sharing, conflict management and resolution, etc. Cooperative management training will be provided to the same group.
  - ii) **Farm management/agroprocessing:** 20 people (1 participant from each group of farmers selected from educated youngsters) will be trained as agricultural technicians to conduct and supervise production operations by farmers. SARI as the lead trainer will devise proper curricula and will



conduct, in collaboration with MoFA, this short-term soybean and maize crop technician training.

At the same time, 8 women group members will receive special training in agroprocessing techniques in collaboration with TECHNOSERVE, Women in Development Department of MoFA, Universities and CSIR.

- iii) **Basic accounting:** 10 participants (selected from the producer groups and 2 women group members and the NF) will receive training as bookkeepers to handle and manage group records. Services of TECHNOSERVE NGO will be solicited to provide the training. From the pool of best trainees are expected to evolve future managers of the input providers.
- iv) **Marketing:** 10 people including 2 from women group and 1 from the NFS will be trained by Technoserve, Micro enterprise Networks, SARI, as marketing officers for their corresponding groups to handle marketing tasks: search for outlets, market info, advertising and other marketing strategies, negotiating contracts, etc.

- B. **Producer and marketing cooperative association formation:** One of the emphasis of the pilot project is to mobilize more farmers than current numbers through expanded services via financial and technical support. The target members are 20 groups of 20 farmers each. They will be organized into one soybean producer association with 10 groups of 20 farmers and one maize producer association with the same number of farmers. The women association will also be organized around an income-generating processing activity that will pool at least 250 women together. The two producer associations will come together with the women group to form a large (450-650 member) umbrella association. This will allow to pool resources and set up a viable savings and loan scheme in close collaboration with the NF-PSAFS provider operating under the TF organization.
- C. **Crop production:** farmers organized into commodity cooperatives receive certified seed supplied by the NF in collaboration with research (provision of foundation seed) and other inputs from suppliers to produce soybean (the main cash crop grown by both men and women) and maize (as a food security crop).
- D. **Assist the association group to improve harvesting.** Threshing services will be established through charged user fees (to be determined by members). Collected fees serve to remunerate equipment operators, to cover operating costs and the balance will go the association funds managed by the Accounting Unit. To empower women, they will be engaged in income generating activities. They will be assisted in acquiring an oil pressing equipment for vegetable oil extraction. Storage and marketing of produce is to leverage resources to fund these activities undertaken in connection with industrial users through contractual arrangements.
- E. **Microfinance:** Revolving fund will be established to leverage resources from local financial institutions for inventory credit to farmers at harvest to avoid distress sales

when crop prices are usually low. Reimbursement of these services helps reconstitute initial capital fund. In addition, solicited contributions from producer groups after good harvests and interesting prices will go a long-way to the accumulation funds that serves as a base for a Savings and Loan association, especially during years when crops fail.

**F. Formation of Producer and Marketing Cooperatives:** The concurrent development of the NF and its out grower farmers will create business like partnership which requires new arrangements in the areas of production and financial management. Animation and training of out growers are vital activities in developing producer and marketing cooperatives based on active participation of the beneficiaries in their own development.

MoFA Cooperative Department, in collaboration with other stakeholders will provide assistance in training and the formation of the following cooperatives after sensitization of farmers. The training and animation on cooperatives is to develop basic understanding of economic benefits that working in groups enables farmers to gain, for example, collectively acquiring inputs, obtaining credit, avoiding distress sales during bumper harvest and marketing of agriculture produce. Increased collective actions by farmer groups will enable them to lobby for favorable policy changes and also to own and direct their own development. It is anticipated the Government of Ghana will create the enabling environment (legal and policy) to promote cooperatives.

The following producer and marketing cooperatives will be organized and be fully functional by third quarter of 2002. As mentioned earlier, the three cooperatives that will be developed are:

- i) Soybean Producer and Marketing cooperative - with members of 200 to 300 farmers in 10 to 15 village groups in Karaga and neighboring districts.
- ii) Maize Producers and Marketing Cooperative in 10 villages with membership of about 200 farmers.
- iii) Women Groups Producer and Marketing Cooperative in 20 villages with membership up to 250 farmers.

The above cooperatives will establish their own management and governing mechanisms by electing officers according to national guidance of formation of cooperatives.

**G. Participatory decision making:** The NF and above cooperatives will share responsibilities and also collectively make decisions on agricultural development, marketing, microfinance, etc. matters of common interest. A management committee of 7 members will be established comprised of the NF, two representatives from each cooperative, which will meet as desired. Leadership management training can lead to

improvement of governance of the NF and respective cooperatives and the umbrella association envisioned in the project. Note that an accounting unit headed by an officer is established at the level of the overall umbrella association to manage funds under the ownership of the management committee. The accounting officer will work closely with trained bookkeepers of the respective groups.

### 3.2. Pilot project activities to attain main objectives

**Objective 1:** *Strengthen the technical and organizational capacity of the NF Scheme to broaden PSAFS to clients.*

**Activities:**

- i) Leadership and cooperative management training with emphasis to group formation, organization and operation under good governance principles and rules for decision making, responsibility sharing, management and technical skills be provided to 20 leaders from the 20 villages (groups) and NF (Table 1.1).
- ii) Put in place functional technical and management committees to enhance participatory decision making. At the level of NF Scheme each producer cooperative will be represented.

**Expected output**

- ◆ PSAFS diversified
- ◆ Management efficiency improved at the level of NF and associations
- ◆ Good governance through participatory decision making
- ◆ Better organization of farm association

**Objective 2** *Organize out growers into producer and marketing groups (associations) to improve their productivity.*

**Activities**

- i) Animation and training to organize producer and marketing cooperatives based on common economic interest. A cooperative for soybean and maize will comprise each at least 200 farmers in 10 villages (groups). Women groups will be assisted to organize themselves around an income generating processing activity with at least 250 to 60 members in the 20 villages.
- ii) The goal of the training (20 members) on cooperative management is to develop basic understanding of economic

and social benefits that having cooperatives enable farmers to collectively acquire inputs and marketing services.

**Expected output**

- ◆ Soybean and maize producers and marketing cooperatives (association) operational
- ◆ Improvement in technical skills and management
- ◆ Increase in agricultural production
- ◆ Increased collective action to articulate issues and lobby for conducive policy changes.

**Objective 3:**

*Create a viable savings and loan association with capacity to leverage resources from microfinance institutions.*

**Activities**

- i) Support to put in place common banking services for producer association to enhance creation of credit union, and loan association by establishing common revolving fund and encouraging saving and deposit into the fund by members of the association.
- ii) Provide training to 10 members (Table 1.1) in bookkeeping to correctly handle and manage records.
- iii) Provide limited logistical support to farmers cooperation, for example, introduce threshing and harvesting services through charged user fees to cover operating costs and deposit into association funds.

**Expected output**

- ◆ Leverage of resources from established microfinance institutions
- ◆ Improved of quality and quantity of agriculture produce
- ◆ Saving and credit services to farmers established.

**Objective 4:**

*Improve the capacity of women based agribusiness enterprises within the NF Scheme.*

**Activities:**

- i) Undertake rapid appraisal surveys (7 to 10 days) to identify viable income generating enterprises for women group in selected villages.
- ii) Technical training in post harvest and processing technologies to 8 to 12 women.
- iii) Selected logistical support to introduce simple and appropriate tools and equipment for processing and

transforming farm produce into value-added products identified in the appraisal study.

#### **Expected output**

- ◆ Improve generation of income and household food security
- ◆ Empower women to engage in income generating activities
- ◆ Improved technical and managerial skills
- ◆ Enhance the solidarity and collective actions by women to effectively solicit and lobby to access credit from financial institution and agricultural technologies.

#### **4. Budget:**

The budget presented in table 1.2 was developed after consultations with partner institutions. It covers all components of the Ghana pilot activity to be implemented in 2002 and extending to the second quarter of 2003.

Production support and financial services costs include costs incurred to facilitate the provision of needed services to the beneficiary farmer association. Services are of three types: production support (improved seeds, other inputs), processing (equipment for threshing and soybean oil and shea butter extraction by women group members) and marketing (inventory credit to producers) constitute 51.3% of the total budget.

About 15% of the budget has been allocated for the capacity building in four training areas as discussed above. SARI involvement is to undertake socio economic studies (rapid appraisal survey 7 to 10 days) to identify income generating enterprises for women groups, service in technology supply and training. These activities constitute about 20% of the budget. The Liaison Office support at field level is budget about 7.5% of the total budget and support to on-going activities amounts to 6.2.% of the budget.

#### **5. Schedule of Activities**

Most of the pilot activities will be implemented in 2002. However, some of the pilot activities including collection of data, analysis and preparation of rural report including the regional workshop may extend to first and second quarter of 2003 (Table 1.3).

#### **6. Implementation and Monitoring of Pilot Project Activities**

The NF Scheme is based at Gushiegu Karaga district in Northern Region of Ghana. First, the implementation of this pilot project at village level will be done by the beneficiaries themselves. Capacity building (training) is intended to substantially improve the technical and managerial capacity and output of the NF and its outgrower farmers in the respective villages.

Second, the joint management committee comprised of NFS and representatives of producers cooperatives decide on technical and financial matters. The committee will have an oversight on managing project.

Third, in Tamale, Ghana, an experienced extension specialist who has worked extensively with this NF scheme will monitor the implementation of pilot activities. He will also liaise project activities with all partner institutions and OAU/SAFGRAD. He will also play a key role in the formation and organization of the producer cooperatives. It is recommended that OAU/SAFGRAD offer him one year contract as liaison officer (consultant) based in Tamale, Ghana to facilitate the implementation of the pilot project activities.

Fourth, partners in collaborating institutions will be involved in the implementation of the pilot project components of their interest and complementarity will be sought. For example, key partners that will play important role are:

- i) **MoFA** - Train farmers in group dynamics, formation of cooperatives, management/leadership training, assist farmers and NF in agricultural production.
- ii) **SARI/CSIR** - Rapid appraisal survey (7-10 days) to identify the needs and nature of project activities of women groups; supply improved maize and soybean seeds, participate in training farm management and marketing.
- iii) **Nucleus Farmer** - Facilitate access to technologies, such as certified seed and provide accompanying services.
- iv) **NGOs** - TECHNOSERVE, CRS, World Vision will be solicited to assist in training accountants/bookkeepers; share experience in inventory training.
- v) **Microfinance institutions and cooperative unit of MoFA** - Linkages will be established to enhance production and marketing cooperatives, collective savings to leverage resources to create viable savings and loan association.

Fifth, at regional level, the OAU/STRC-SAFGRAD office will coordinate and manage the project implementation. It will provide technical backstopping and be accountable for financial disbursement and management and submit project progress and financial report every two quarters. The SAFGRAD regional economist will closely follow all aspects of the pilot project implementation.

**Table 1.1: Training Activities for Improving PSAFS Services**

TRAINING ACTIVITIES	TOTAL
1. Leadership/Cooperative Management	20
2. Farm management/Agro-processing	20
3. Marketing	10
4. Accounting/Bookkeeping	10
<b>TOTAL</b>	<b>60</b>

**Table 1.2 : Ghana Budget**

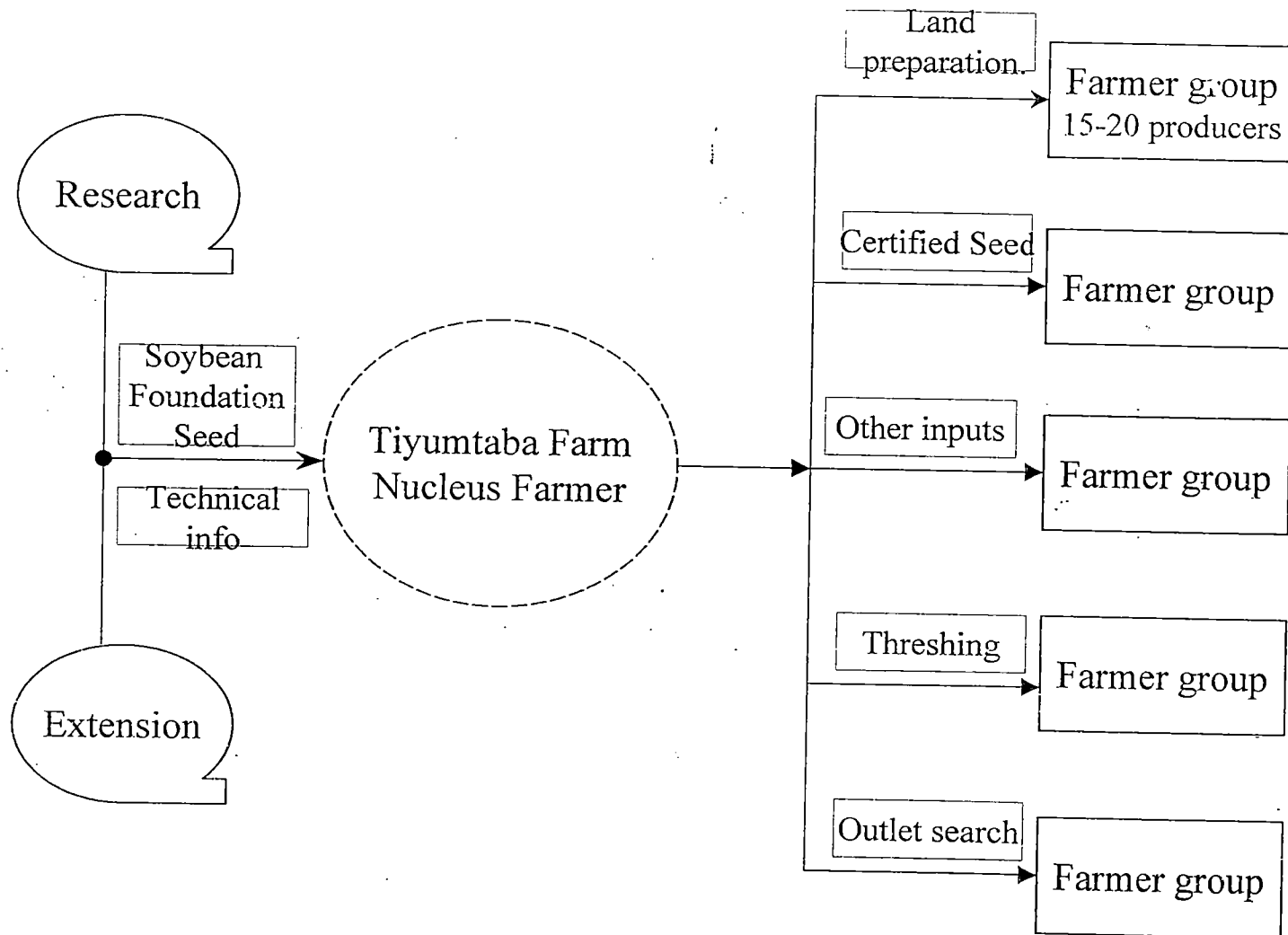
ACTIVITIES	Value in USD	Percent of total budget
1. Production Support Services (inputs)	5 500	13.8
2. Women group support: processing implements	5 000	12.5
3. Marketing Services: inventory credit	10 000	25
4. Technology supply and training services	8 000	20
5. Capacity building	6 000	15
5. PSAFS framework completion, production of Newsletters and PSAFS directory surveys	2,500	6.2
7. Liaison Field level officer support (consultant)	3 000	7.5
<b>TOTAL Ghana</b>	<b>40 000</b>	<b>100</b>

Table 1.3: SCHEDULE OF ACTIVITIES

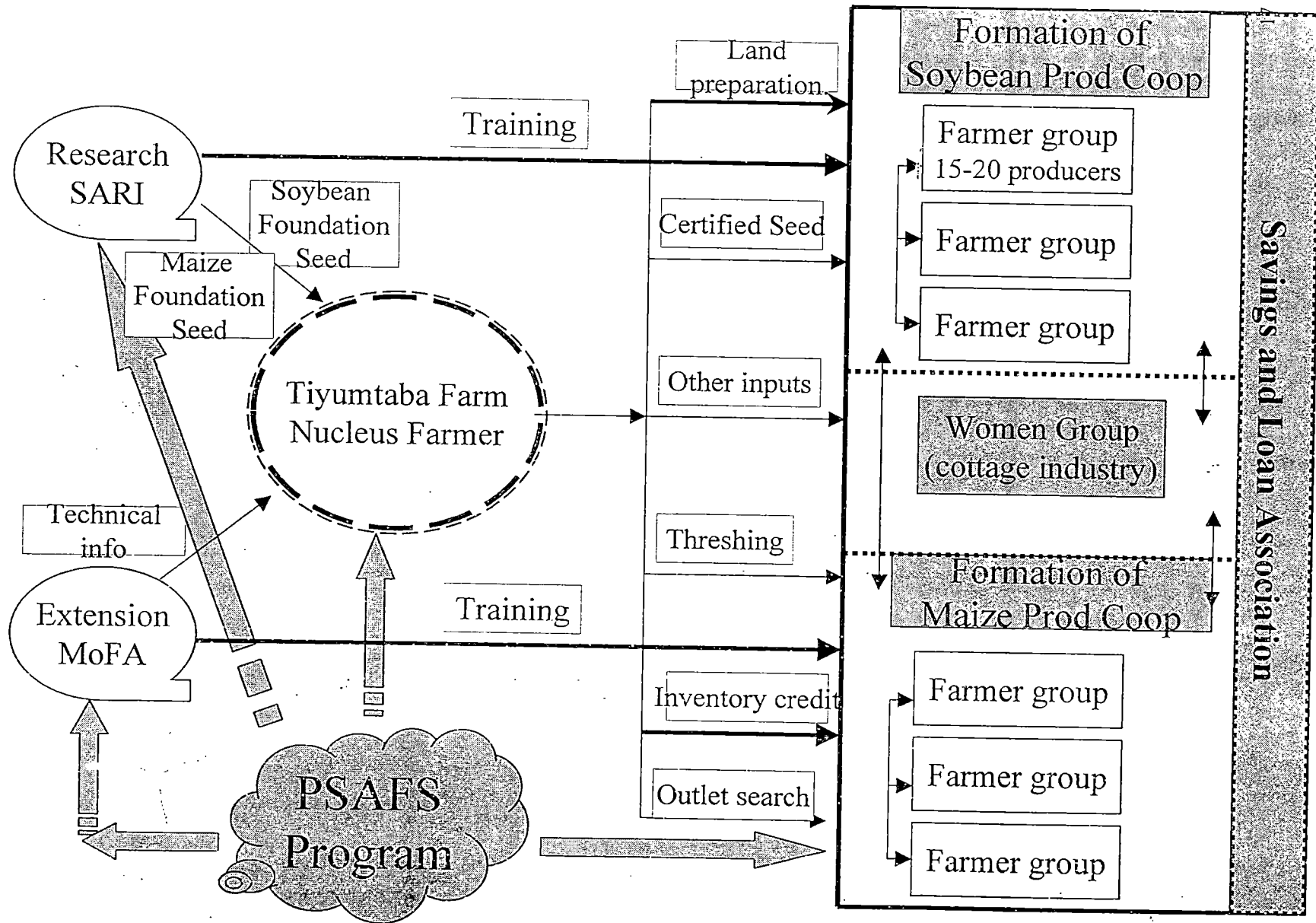
Activity	2002				2003	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6
1. Socioeconomic study: income generating activities for women	X					
2. Animation / Sensitization of farmers	X		X	X		
3. Group formation		X				
4. Leadership and coop management training		X		X		
5. Farm management/Agroprocessing training		X				
6. Planning of field activities		X				
7. Provision of production support services		X				
8. Accounting/bookkeeping training			X			
9. Marketing officer training			X			
10. Provision of financial services (inventory credit)			X			
11. Producer cooperative registration				X		
12. Regional workshop					X	
13. Reports		X		X		X
14. Evaluation / Impact						X



*Figure 1.1: The Nucleus Farmer Scheme under the current situation - Ghana*



*Figure 1.2: The Nucleus Farmer Scheme under PSAFS Program support - Ghana*



**SECTION II: MALI PILOT ACTIVITY**

**Strengthening Agricultural Production Support and  
Financial Services of the Village Producer Associations  
in Niono (Office du Niger Area), Mali**

**PILOT PROJECT:**  
**Strengthening Agricultural Production Support and  
Financial Services of the Village Producer Associations in  
Niono (Office du Niger Area), Mali**

**1. Background**

Agriculture is the main employer of about 80% of the active population in Mali. Furthermore, it contributes 45% of the GDP. Mali is one of the largest producers of cereals, cotton and livestock in the sub region. Millet and sorghum occupy 60% of cereal cultivation. Rice production however, has increased from 100,000 tons to 725,000 tons (in 1999) over the last 15 years.

The technological and infrastructural conditions that enhanced a 4.5 % agricultural growth per year and an increase of rice production include: (i) increased farmer mobilization and organization into associations which enabled them to collectively negotiate and acquire inputs such as fertilizers, (ii) large investments in irrigation infrastructure with potential of >500,000 hectares of which less than 40% has been exploited, (iii) availability of more productive rice cultivars, (iv) liberalization of rice market and prices, and (v) devaluation of the CFA franc in 1994 which made rice, livestock and cotton competitive commodities relative to imports. This country has immense potential for rapid agricultural growth that can alleviate poverty of the majority of its population (69%).

Despite the high awareness of farmers of their comparative advantage in group formation to collectively acquire inputs and the establishment of various institutions of production support services, this did not stimulate a high rate of growth of agriculture due to the virtual lack of private sector-led efficient provision of agricultural production support and financial services (PSAFS).

Based on the innovative approach used by farmer associations in the Niger River Delta (Office du Niger – ON) area to acquire inputs (Témé *et al.*, 2000), the purpose of this pilot project is to strengthen the capacity of farmer-based organizations for the provision of PSAFS. Though weak in their technical, managerial and institutional capacity, these organizations can play a pivotal role in accelerating growth of the agricultural sector. The implementation of this USAID-funded PSAFS pilot activity in Mali will not only strengthen the technical capacity of beneficiaries and institutions, but also improve management and governance of associations.

## **2. The Agricultural Input Provision System by Village Producer Associations in the Niono area of Mali:**

When the parastatal ON withdrew from the fertilizer and related inputs distribution, rice producers decided to organize themselves into village associations and put in place an innovative bidding system of fertilizer purchase that is based on competition among private input providers.

Under this system, the village associations (VAs) play a central rôle. As described in figure 2.1, they identify needs of their members, aggregate amount required and call for bid submission by fertilizer suppliers. Village association then select the lowest bidder price and submit funding requests (loan applications) to the financial institutions (through local credit unions to the main commercial bank, BNDA). The latter pays the fertilizer supplier who delivers the fertilizer input to the VA that redistributes it to its members. The VA recovers payment in kind (paddy rice) or in cash at rice harvest from its members. The paddy rice will be processed and sold to traders and cereal boards to allow reimbursement of the received loans to the financial institutions.

Review of the system (Témé *et al.*; 2000) and recent participatory assessment of this experience involving farmers (beneficiaries) showed the followings strengths:

**2.1 Strengths:** The gradual withdrawal of the Office du Niger (ON) a parastatal organization from input delivery created an opportunity for farmers to organize themselves into associations to collectively acquire inputs such as fertilizers. Among the advantages of this approach, one can mention:

- (i) The mobilization of farmers to impart a critical mass first to quantify input needs; and second, to acquire inputs through a bidding system that promotes competition between traders;
- (ii) To attract and negotiate credit services from banks and loans institutions operating in the area;
- (iii) To broaden agricultural production services;
- (iv) To attract funding from donor and technical support for public institutions such as research, extension,
- (v) To forge partnership with key stakeholders for diversified technical and financial services from a number of organizations: the ON, Chamber of Commerce and Agriculture, the Ministry of Rural Development, microfinance institutions, etc.

**2.2 Weaknesses:** This approach has however been plagued by several flaws that include:

- (i) Weak technical and managerial skills of the leaders to improve governance, of the associations and members to increase production,
- (ii) Poor awareness of members to effectively lobby, enter contract and negotiate to reduce prices of inputs;
- (iii) Lack of revolving fund to minimize interest rates on loans (e.g. 12% on a 6-month loan);

- (iv) Weak quality control capacity, especially for seed, fertilizer and pest control chemicals such as herbicides;
- (v) Poor linkage and working relations with research, extension seed regulation agency, etc. Private firms to control quality of certified rice seed.
- (vi) Problems of enforceability of contract agreement clauses if input suppliers breach terms of transaction (prices, quantity or quality of product, time of delivery, etc).

### **3. Purpose and Objectives of the Pilot Project:**

The purpose of the pilot project is to improve the technical and managerial capacity of the farmer associations to broaden their PSAFS provision. The main objective is first, to optimize agricultural production to enhance food security, generate income and reduce poverty; and second, to diversify agricultural production involving women groups.

**Specific objectives** of the pilot project in Niono area of the ON are to:

- (i) Strengthen managerial capabilities of village associations for timely delivery of inputs and financial services (i.e. credits) at affordable prices;
- (ii) Improve capacity of associations to evolve into rice producers and marketing cooperatives.
- (iii) Organize women vegetable producers and marketing cooperatives/association.
- (iv) Establish revolving fund through contribution of members of associations/cooperatives to leverage resources from microfinance institutions

### **4. The Pilot Activities: Strengthening Agricultural Production Support and Financial Services of Village Producer Associations**

This pilot project in Niono area is based on a model that uses an integrated approach to bring together village producer associations linked to credit unions, the commercial bank BNDA linked to input suppliers and grain traders. As depicted in figure 2.2, the revitalized certified seed producers, private firms under the PSAFS program support will lead to the organization and strengthening of producers of the following groups:

- i) The village rice producer associations in the 26 villages;
- ii) The rice seed producer group that currently has members of 292 farmers in 26 villages of the Niono zone of ON;
- iii) The women vegetable producer group with emphasis on promoting vegetable production and marketing in the same 26 villages of the area.

The concurrent strengthening of the village associations and the rice seed producer and women vegetable producer groups as production support provider and user will stimulate rapid growth of agriculture in the area.

To realize the full potential, the PSAFS program will provide technical and financial support to the implementation of the pilot project activities in order to address aforementioned weaknesses.

#### **4.1. Pilot Program Components and Activities**

Under this pilot program, the following components and activities will be undertaken.

##### **A. Seed services:**

- i) *Improving technical skills in seed production technologies*
- ii) *Quality control* : The main problem is to sustain the purity of seed of improved rice cultivars. In Mali, private firms also produce certified seed. While this should be encouraged, the public regulatory agency, however lacks both the capacity and resources to regulate and monitor the standards of quality seed production.

Hence, the pilot project at Niono will:

- undertake studies to identify the technical and institutional constraints to sustain purity of rice seed
- strengthen working relationships among key actors, i.e. research, private seed producers, public sector, farmer associations;
- encourage field supervision by established seed quality control committee comprised of representatives of farmer organizations, research, extension and seed quality regulation agencies, etc.

##### **B. Fertilizer Services:**

- i) *Assessment of current system of fertilizer provision and use*: issues to be addressed include: efficiency of system in meeting total demand, ensuring timely deliveries of products at affordable prices, documenting problem of fertilizer overuse, a serious concern for sustainable crop production environment
- ii) *Quality control*: involve research, extension, IFDC and NGOs a) to advise/train farmers and trader-suppliers for the choice of fertilizer and herbicide formulas suitable to local crop and soil conditions, and b) to verify the conformity of delivered fertilizers to specified formulation.

##### **C. Diversification of agricultural production, i.e. vegetable production by women groups: three activities**

- i) *Improving seed and planting materials for onion and potato:* provide support and training to women groups to increase supplies of seed and planting materials;
- ii) *Minimizing post harvest losses:* provide training and introduce storage and post harvest handling technologies;
- iii) *Marketing problems:* provide training;
- iv) *Support research and the production of onion seed and potato planting tubers.*

**D. Microfinance Services**

- i) *Improve financial management of local credit unions and village associations:* provide relevant training to managers of these entities
- ii) *Lower interest rates on short-term loans for seed and fertilizer purchase:* encourage the development of revolving funds sustained through reimbursement of paid services and solicited contributions from producer group members to eventually create a viable savings and loan associations.

**E. Capacity building: six types of training are envisioned under this pilot activity component (Table 2.1).**

*Leadership management training:* 15 group leaders from the 5 selected village associations and the seed producer group will receive special training provided by resource persons chosen from PCPS (project- service provision center), IER/CRRA/Niono, NGOs and extension services. Training will emphasize group operation under good governance principles and rules for decision making, responsibility sharing, conflict management and resolution, etc.

*Fertilizer and seed quality control training:* to ensure proper quality of rice seed cultivars and fertilizer formulas, training will be provided by resource persons from various organizations (IER, Extension, IFDC, NGOs). Twenty two participants from the 5 villages will be trained in addition to traders/suppliers of seed and fertilizer.

*Training to minimize post harvest losses of vegetables:* a total of 15 women from the 5 villages will be trained by resource persons from IER/Food Technology Lab.

*Financial management (basic accounting):* 20 people from the 5 villages including a women group member, 3 from the local credit unions and 2 from the rice seed producer group will be trained as bookkeepers to handle and manage group records. Services of PCPS (Project-service provision center) and/or IER and NGOs will be solicited to provide the training.

*Vegetable marketing:* 13 women from the 5 villages will be trained by IER/CRRA/Niono, PCPS, and other NGOs as marketing officers for their

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## FURTHER COMMENTS ON THE PILOT PROPOSALS

January 9, 2002

**Ghana:** The Ghana proposal is almost complete and should be ready for implementation with some modification and/or clarification. The project activities to satisfy the objectives seem reasonable but lack ownership. There is little or no mention of the NF himself and his role in the set of activities (except to be responsible for seed technology). I thought he would have a leading role in key aspects of the proposed operation. Since this is essentially his operation, what is his role? It appears SAFGRAD is going to improve the capacity despite the NF himself. Some clarification would be useful.

**ROLE OF NF:** as mentioned in figure 1.2, he will continue to have a leading role in the proposed program as the provider of all key services to producers: seed, fertilizer, other inputs, tractor and threshing services, inventory credit, market info and contacts for outlets. The program main objective is to raise his technical and management capacity to meet the increased demand for services from producers around him, producers that the program is helping organize in production and marketing cooperatives to pool resources and benefit from collective actions. Both coop members and the NF staff are targets of the different training sessions that are planned (table 1.1). In sum, the two main owners of this program are the NF (service provider) and the producer groups (service users).

I am still uncomfortable with SARI and the role it will play. The first budget had 21% of the proposed funds going to SARI – what is the cost of its participation in this budget? As a Government research station is it not there to offer public service to the farmers? Why do we have to pay SARI to do so?

Costs of SARI-led activities are mentioned in the new budget (table 1.2) and represent 20% of the total budget. They cover technology supply and training services to the NF and producers, which is key to jump-starting this program (see figure 1.2). For both soybean and maize, SARI capacity to provide increased breeder seed, other inputs and techniques and training services needs to be supported.

But, Bocar, isn't that what SARI does (is doing) anyway? Why are we paying for it? Further, we should not be jump-starting this activity, we should be improving it. Am I missing something?

One question raised earlier but was not addressed was - had they not already done a rapid appraisal? Exactly what is this rapid appraisal, having to do with needs and nature of project activities of women groups?

No, a rapid appraisal was not done. The PSAFS demand study done by CRI to complement the inventory study does not cover the specific issues of women activities in this particular zone. This rapid appraisal study to be carried out by SARI and meant to complement our recent field work, will identify and analytically compare income generating activities/opportunities for women in this area. Based on the expressed needs by surveyed women, viable activities will be selected, very likely in post harvest and processing of agricultural produce for

which logistical and training support services will be provided to enhance women economic capacity.

What capacity does SARI has to do training in farm management and marketing? Is this the Economist there and, if so, what are his credentials? The NF himself has access to SARI for breeding stock, why is he not the one doing the transfer of seed technology?

From our discussions, it was clarified that SARI has been providing training services in collaboration with MoFA in the area of crop production techniques. The idea here is to train local young and educated farmers to work with the NF to conduct and supervise crop production operations. They will be replacing the ag 'technical officers' (district ag officers) that the NF had problem keeping on the job and in the area because of payment problems and opportunities elsewhere. For marketing training, resource persons will be selected from the group of SARI, Technoserve and MicroFinance Enterprise Networks, all said to have capacity in this area.

The other issue has to do with the Liaison Field Level Officer (as budgeted). Exactly what will be his role and TOR be and will he be the most qualified person to give leadership to the overall activity? Is his appointment satisfactory to all, particular the NF? Will he be able to cover and manage all aspects of the operation? For example, getting TECHNOSERV and other NGOs to provide the necessary services, liaison with USAID and other donors for establishing linkages, leveraging resources, making the necessary contacts, etc?

Based on field discussions and prior work experience, Mr. Akanko (you might remember him during the WASG evaluation visit to the NF in August 2000) seems qualified for the assignment. He has also worked very closely on formal (as MoFA agent) and informal basis (he is his main transaction contact in Tamale) with this NF for years. We have discussed verbally with him about what is expected from him before deciding to suggest him as a liaison officer. He was with us during all the field visit and participated in all discussions with the NF, village producers, SARI, etc. Once the project is approved, TOR for his job as liaison officer will be formally drawn by SAFGRAD, including points above in addition to leading the work on animation, sensitization, organization of farmers. Also, note other existing options (SARI, CSIR) are nowhere near this one.

Finally, why is the PSAFS framework completion a part of the pilot activity. Isn't that a central SAFGRAD office operation? I would suggest you move that from the budget. On the other hand, you may have a sound explanation why it is in the pilot program – so please clarify.

The \$2500 line item covers on-going activities by the Focal Unit (secretariat of the NWC) such as data collection surveys for national PSAFS directories, production of articles on PSAFS success stories for the regional newsletter, NWC meeting to discuss its activities and performance with respect to the assigned program objectives (referred to as framework, even though the completion work is done by SAFGRAD, report being prepared by Bocar), and finally the PSAFS

program contribution to the operational costs of the Focal Unit. Note that the latter is critical for the sustainability of SAFGRAD country networks centered on the core research unit that maintains link with other partners. Hence, the total budget should stay at \$40 000.

What is the next step in implementing this activity? Pending satisfactory addressing of the question raised and/or modification made, I am comfortable with this activity. My next action, once I receive clarification from you, is to submit approval documentation to USDA for the transfer of funds to SAFGRAD for this activity. As the amount stands, I am looking at \$37,500.

As soon as the project is approved, field visits are planned to launch the implementation of activities, based on the provided country schedules. An initial point will be to discuss the approved budget and activities with field partners to get everybody on board, since last important budget cuts and program revisions were done in Ouaga after the December 2001 field visits.

I have reviewed the above. Made one comment and accepted most of your explanation. I am not going to argue over the difference on this activity. Please send me your best and final. Also see copy of my response to Mamadou on the support for NARS.

Best regards

Charles

**De :** Charles Whyte <cwhyte@afr-sd.org>  
**À :** bocar diagana <diagana.safgrad@cenatrin.bf>; Mamadou Ibrahim Ouattara <ouattaram.safgrad@cenatrin.bf>  
**Date :** jeudi 10 janvier 2002 18:59  
**Objet :** ON Mali Pilot Proposal

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Bocar: I will go page by page in giving you my comments.  
 Page 21 (1) The Village Associations gets credit from the BNDA and credit is not repaid until harvest. What mechanism is used (collateral) to guarantee the loan? and are there any problems with loan repayments?

In section 2.2 (ii) It looks like a strength has become a weakness. I thought a strength was the mobilization of farmers and the bidding process that lowers the price of inputs. How could this now become a weakness? Or is it that they are only at 50% capacity? OK

Page 22 (2) (iii) It is interesting that you are not making any funds available for the revolving fund to help reduce the 24% APR on the loans. Rather you are relying on producer group members to make this fund available (unlike Ghana). [Page 24 D.(ii) how do you "encourage" the development of the revolving funds? I would think by making funds available (one way). Your budget items do not include this. 1/2 6 3.3

I am pondering why is objective (iii) a special objective? Aren't the women members of the Village associations? If yes - the only real aspect here would be diversification of products. Secondly, if they are not already a viable group in terms of formation, it would not be a wise intervention to promote the formation. Organizations (associations, etc.) must be member driven. And what this pilot activity is all about is the strengthening of the Village Associations - this is the uniqueness of the pilot (it is in the absence of ON "...the producers decided to organize themselves into village associations and put in place ...." I believe it is the uniqueness we are promoting - to get further lessons and best practices. But there is nothing wrong with supporting the women component - just that is ought not to be a stand alone objective (if the women association does not already exist).

Page 23 (3) A.(ii)

Hence, the pilot project at Niono will: I have problem with the three sentences that follow.

The first does not fit the trust of the pilot (similar to the Ghana survey) What is it that we have found that is unique that needs to be enhanced that would lead to success and give us more lessons and best practices? Studies (research do not really fit).

The second, is a good one - the only question is how?

The third is not very clear. Is that the project will establish seed quality control committee ....., etc. that would provide field

supervision to ensure seed quality? If yes then modify accordingly.

Under B. (i) I also have a problem with this. Why would we want to assess the system of fertilizer provision and use? Unless it translates into enhanced capacity of the associations but you are going to give them that enhanced capacity by doing B (ii). So, I see B.(i) as redundant.

Page 24 (4) C.(i) Improving seed and planting materials - that should be a function of the research station and should be a public good (we should not be paying for this). What we really need is to develop the capacity of the sub-group (women) to access these.  
C. (ii) [the same as 2nd to last paragraph under E] and (iii) are Ok.  
C.(iv) See my statement above, the research station should be making this contribution.

D. (i) OK - but it is the same as last paragraph under E.  
(ii) addressed above (comments on page 22).

Page 25 - first paragraph - how does this differ from C (iii)?  
Second paragraph, see A.(i) and (ii).

Page 26 - Objective 3 (i) Has to be member driven - see earlier comments.  
(iv) - It should be the capacity to access

(v) (page 270 See earlier comments ( What are our partners at the research center doing)? We should try as best as we can to get their support not pay for it.

Page 28 - Implementation of activities:  
What is the cost of this Agricultural Economist? Is this a service by the IER/CRRRA?  
The hired technician is he/she from the Village Association - Again we are strengthening the association. What is the cost?

I am not comfortable with IER doing appraisal study - how will this contribute to the capacity of the association?

Page 29 - which NGO? Which micro-finance institutions?

Last: is the cost for the regional activity included here? If so, why?

This brings us to the budget table.  
Given my concerns expressed, I believe we can reduce the budget by at least \$10,000. Please challenge this.  
Could you provide a breakdown of the line items?

PSAFS \$13,000 (these are the seed, fertilizer diversification and microfinance).  
Is any part of this going into the revolving fund (like Ghana)?  
Capacity Building (training?)  
Technology supply and Study Services???

Field monitoring - by whom? and what are the specific costs?  
Management & follow-up - Is this SAFGRAD? If so it should be in the head  
office direct costs (managing the Mali pilot)  
If not, please itemize.

I trust this has been helpful.  
I should have the Senegal review to you soon.

Best regards

Charles

corresponding groups to handle marketing tasks: search for outlets, market info, advertising and other marketing strategies, negotiating contracts, etc.

*Seed production technology training for rice and vegetable production:* for rice, 25 seed producers will be trained while 19 women receive training in vegetable seed and planting materials production. Training will be provided by IER/CRRA/Niono for rice and IER/Fruits and Vegetable Program/Sotuba for vegetable seeds.

Aii

#### **4.2 Pilot project activities to attain objectives**

*Objective 1: Strengthen managerial capabilities of village associations (VA) for timely delivery of inputs and financial services at affordable prices.*

**Activities:**

- i) Leadership training to 15 group leaders from 5 selected villages and seed producers group will be offered with emphasis on management, good governance, legal contracting with input suppliers, negotiating skills, etc. to acquire inputs and market farm outputs.
- ii) Improve capabilities in financial management in cooperation with Project Service Provision Center (PCPS), ECOFIL/IER, NGOs, etc. Training to 20 participants in bookkeeping to correctly record and manage financial transactions.

**Expected output:**

- ◆ Negotiating skills to acquire inputs improved
- ◆ Participatory decision mechanism established
- ◆ Improved financial management capabilities

*Objective 2: Improve the capacity of Rice Producers and Marketing Associations/Cooperatives.*

**Activities:**

- i) Animation and group formation sessions/meetings will be undertaken to improve awareness of farmers to organize themselves into producer and marketing cooperatives to enable them enter contract, negotiate prices and acquire inputs and collectively market produce.
- ii) Provide technical training for rice seed producers which comprises of 292 members in 26 villages in Niono district Office du Niger area. 26 participants, one from each village, will receive training in seed production technology.

- iii) Undertake studies to identify the technical and institutional constraints to sustain the purity of rice seed of improved cultivars.
- iv) Control of rice seed quantity: recent policy reforms encourage the production of certified rice seed by private firms. The public seed quantity regulatory agency, however, lacks both the technical capacity and resources to control the quality of rice seed. Through this pilot project first, partnerships among key partners (i.e. research, seed quality regulating agency, the private seed producing firms, etc.) will be strengthened; and second, technical seed control committee comprised of the public sector, farmers, seed producing firms will jointly undertake field visits to monitor the quality of the certified seed produced.

**Expected output:**

- ◆ Quality seed produced and made available at affordable prices to farmers
- ◆ Improved technical skills in seed production technology
- ◆ Forged partnership to operationalize field monitoring and evaluation of rice seed produced by established technical committee
- ◆ Efficient coordination of rice production and marketing among members of the association in 26 villages as result of making available market/price information.

**Objective 3:**

*Organize women vegetable producer and marketing cooperative/association.*

**Activities:**

- i) Provide technical assistance to facilitate the formation of the above cooperatives.
- ii) Train 15 women from five villages to minimize post harvest losses of farm produce.
- iii) Enhance marketing of vegetable. Training in bookkeeping and marketing of 13 women from five villages to also handle marketing tasks such as making available market information.
- iv) Making available improved planting materials: 19 women will receive training in vegetable seed and planting material, for example potato tubers and onion seed production.



- v) Facilitate research and extension support to supply farmers with improved cultivars of vegetables.

**Expected output:**

- ◆ Income generated and improved livelihood of household
- ◆ Operationalizing of women vegetable producer and marketing cooperative
- ◆ Availability of improved vegetable seed and planting material
- ◆ Improved technical skills to minimize post harvest losses
- ◆ Market linkages established.

**Objective 4**

*Establish revolving fund through contribution of members of association to leverage resources from microfinance institutions.*

**Activities:**

- i) Financial management training to local credit unions and village associations. Relevant training to managers of cooperating microfinance institutions will also be provided. 20 participants from five villages including women groups, local credit unions and rice seed producers will be trained in accounting/bookkeeping.
- ii) Lower interest rate of short-term loans by established revolving fund which will be sustained through reimbursement of inventory credit of paid services. This activity can lead to a viable credit union, savings and loan associations.

**Expected output**

- ◆ Revolving fund established for leveraging credit from established microfinance institution.
- ◆ Improved financial management
- ◆ Interest rates on loans reduced

**5. Budget:**

The budget presented in table 2.3 was developed after close consultations with partner institutions. It covers the various components of the Mali pilot activity to be implemented in 2002 up to quarter two of 2003.

About 32.5% of the budget is to strengthen PSAFS of the village associations. For capacity building i.e. improving technical and managerial skills, 20% of the budget is provided, while 10% of the budget is proposed for field level monitoring of pilot project activities in Niono. Field studies and supply of agricultural technologies (i.e. improved seed of rice and vegetables) account for about 17.5% of the budget. Furthermore, 20% of

the budget is for the monitoring implementation and management of pilot activities (by IER/ECOFIL).

## **6. Schedule of Activities**

Funding support of this pilot project will be during 2002 and implementation of certain activities, including regional workshop will extend to first and second quarter of 2003 (Table 2.4).

## **7. Implementation and Monitoring of Pilot Project Activities**

### **Pilot Project Sites:**

This pilot project is based in the Niono zone of the ON area, along the banks of the Niger River. Out of 26 villages, the pilot project will be implemented in five villages with approximate population of seven thousands (see characteristics in Table 2.2). Most farmers produce rice and livestock for food and to generate income. Women in these villages grow vegetables to generate income, diversify food resources and improve nutrition.

### **Implementation of Activities:**

First, the implementation of this pilot project in five selected villages will be done by the beneficiaries themselves. Capacity building (training) in six areas is intended to substantially improve the technical and managerial capacity and output of the village producer associations in the selected villages of the area.

Second, in Niono, an experienced agricultural economist based at the IER/CRRA research station who has worked extensively with these associations will monitor the implementation of pilot activities. Assisted by a hired technician, he will use the Monitoring Unit at IER/CRRA/Niono to also liaise project activities with all local partners and the Focal Unit established at IER/ECOFIL, Bamako. The latter is responsible for reporting to OAU/SAFGRAD. Budget resources will be provided to support this monitoring unit.

Third, partners in collaborating institutions will be involved in the implementation of the pilot project components of their interest. For example, key partners that will play important role are:

- i) **IER** - will conduct rapid appraisal study of the (seed, fertilizer) input provision system to document and evaluate performance of the system; supply improved rice seeds, participate in training farm management and marketing.
- ii) **NGOs** - will be solicited to assist in specific training sessions.

- iii) **Microfinance institutions** - linkages will be established to enhance provision of financial services.

Fourth, at regional level, the OAU/STRC-SAFGRAD office will coordinate and manage the project implementation. It will provide technical backstopping and be accountable for financial disbursement and management and submit project progress and financial report every two quarters. The SAFGRAD agricultural economist will closely follow all aspects of the pilot project implementation.

Table 2.1: Training Activities for Improving PSAFS Services

TRAINING ACTIVITIES	SPT-R	SPT-V	FSQC	VPHM	LM	FM	MKT	TOTAL
VILLAGES								
1. Sessagogi		3	3	2	2	2	2	14
2. Wintiguila		3	3	2	2	2	2	14
3. Ourikela		5	4	5	3	4	3	24
4. Tenegué		4	4	3	3	3	3	20
5. Tissana		4	4	3	3	4	3	21
Credit Unions						3		3
Traders/Input Suppliers			4					4
Rice Seed Producer Group	26				2	2		30
<b>TOTAL</b>	<b>26</b>	<b>19</b>	<b>22</b>	<b>15</b>	<b>15</b>	<b>20</b>	<b>13</b>	<b>130</b>

SPT-R = Seed Production Technology - rice  
 SPT-V = Seed Production Technology vegetable  
 FSQC = Fertilizer Seed Quality Control  
 VPHM = Vegetable Post Harvest Minimization  
 LM = Leadership Management  
 FM = Financial Management  
 MKT = Marketing

Table 2.2: Characteristics of selected villages for pilot project activities

Villages	Population	Number of producers	Farmer associations
Sassagogi	400	120	VA
Wintiguila	478	117	VA + 1 GIE
Ourikela	3000	205	VA
Tenegué	1400	203	VA + 3 GIE
Tissana	2456	120	VA + 2 GIE

VA : village association

GIE : producer group

Table 2.3 : Aggregated Budget

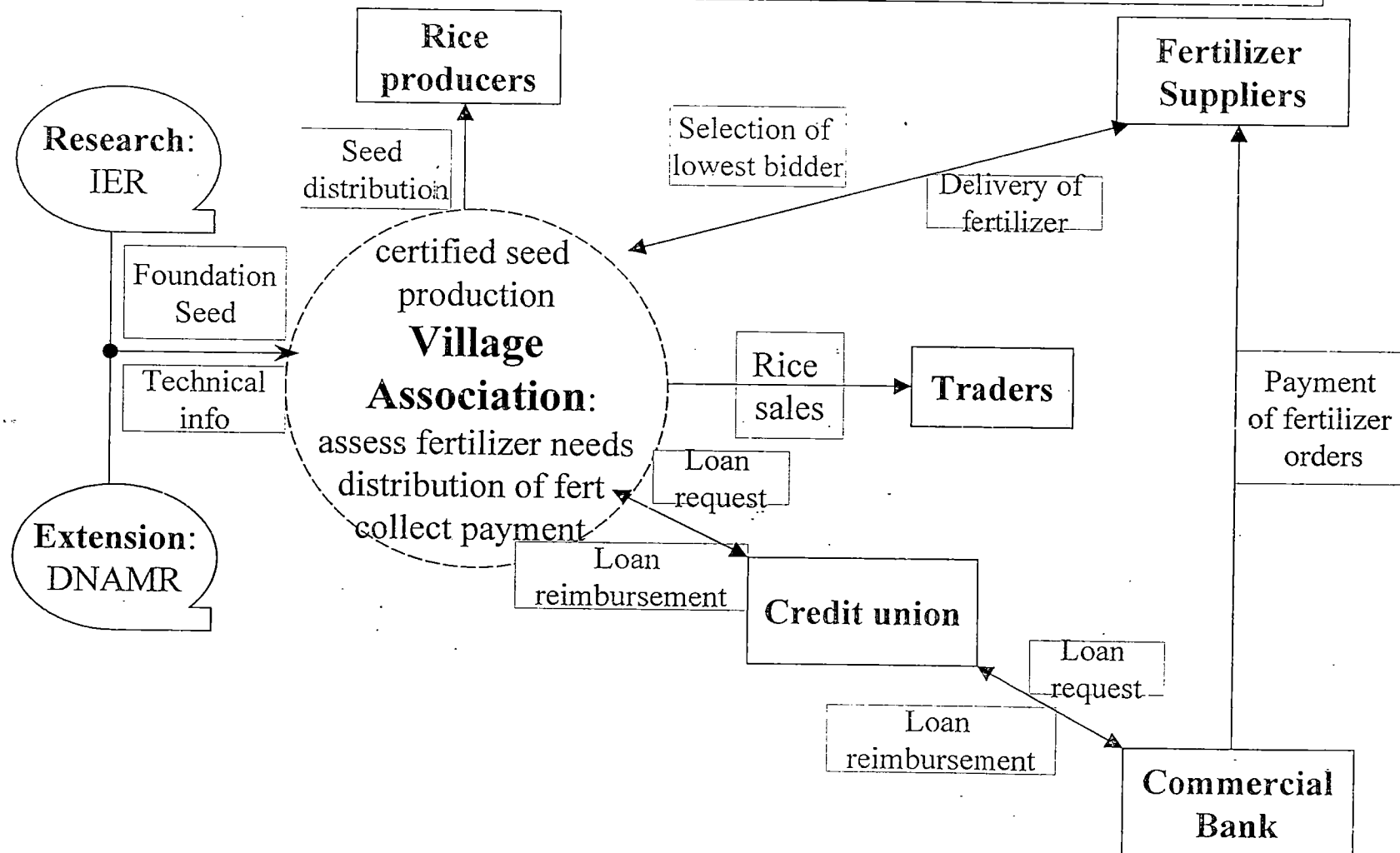
ACTIVITIES	Value In CFA	Value in USD*	Percent of Total budget
1. Production Support and Financial Services	8 450 000	13 000	32.5
2. Capacity Building :	5 200 000	8 000	20
3. Technology supply & study services	4 550 000	7 000	17.5
4. Field Activity Monitoring	2 600 000	4 000	10
5. Management & follow-up of implementation	5 200 000	8 000	20
	<b>TOTAL Mali</b>	<b>26 000 000</b>	<b>40 000</b>
			<b>100</b>

\*USD 1 = CFA 650

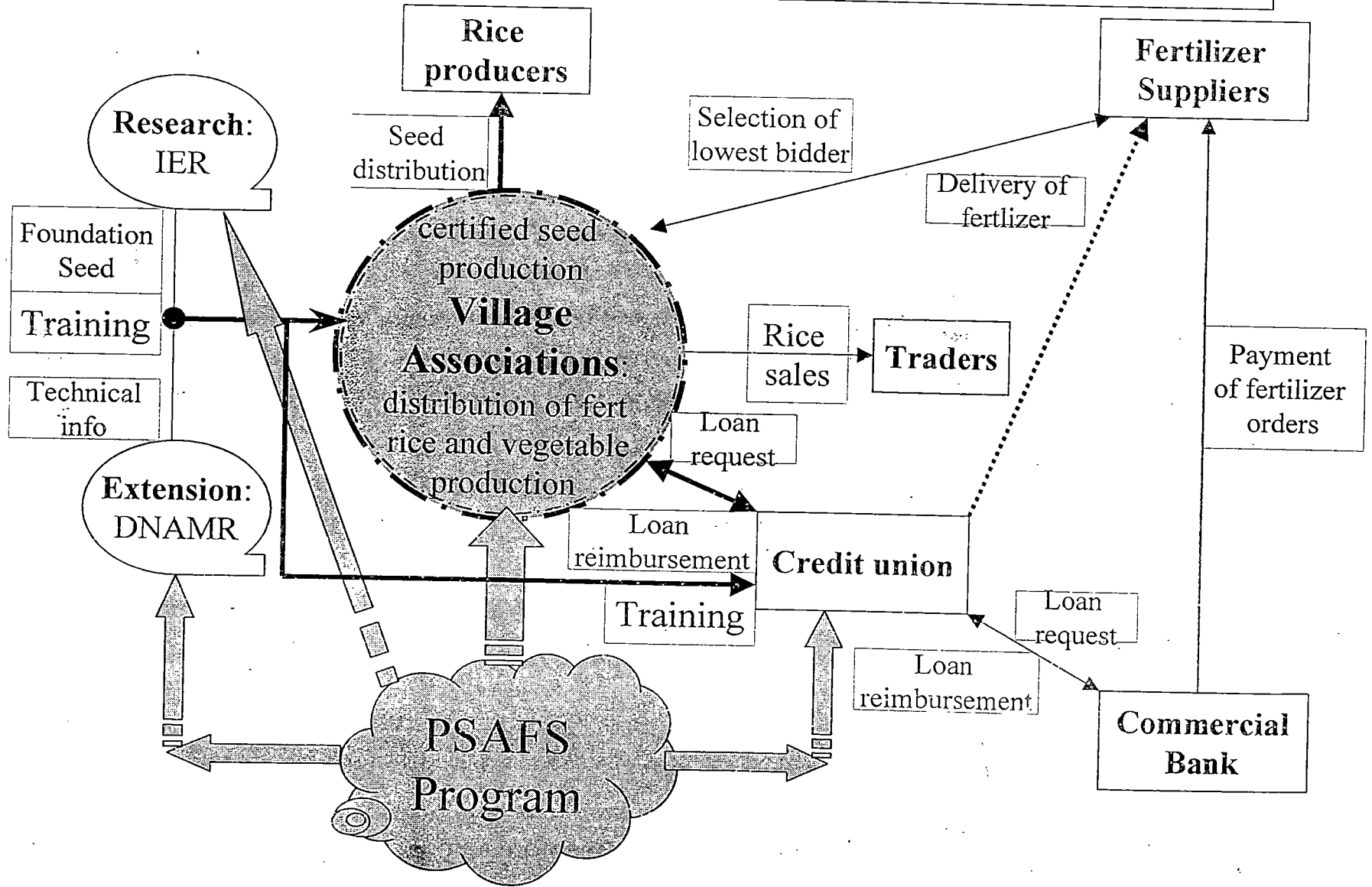
Table 2.4: SCHEDULE OF ACTIVITIES

Activity	2002				2003	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6
1. Assessment study of fertilizer provision system	x					
2. Seed study	x					
3. Training rice seed production technology		x				
4. Training vegetable seed production technology		x				
5. Leadership management training	x					
6. Operationalizing seed quality control committee		x				
7. Planning of field activities		x				
8. Provision of production support services		x				
9. Financial mgmt (accounting/bookkeeping) training			x			
10. Marketing officer training (women group)			x			
11. Provision of financial services (inventory credit)			x			
12. Fertilizer seed quality control training		x				
13. Post harvest training on vegetable crop			x			
14. Regional workshop					x	
15. Reports		x		x		x
16. Evaluation / Impact						x

*Figure 2.1: The Village Association under the current system: seed multiplication and fertilizer provision in the ON rice zone -Mali*



*Figure 2.2: The Village Associations under the PSAFS program: provider of multiple support services to its community in the ON rice zone*





**SECTION III: SENEGAL PILOT ACTIVITY**

**STRENGTHENING UNIS CAPACITY FOR ENHANCING  
THE DEVELOPMENT OF PRIVATE CEREAL SEED  
ENTERPRISES IN SENEGAL**

**PILOT PROJECT:**  
**Strengthening UNIS Capacity For Enhancing the Development of  
Private Cereal Seed Enterprises in Senegal**

## **I. Introduction**

### **1.1 Background**

Over the last three decades, the growth of agriculture in Senegal has stagnated, while its population has almost doubled. Although agriculture is the main occupation of at least 60% of the population, its contribution to GDP is less than 18%, one of the lowest in sub-Saharan Africa. Senegal has yearly deficit of cereals about 500 000 tons (ISRA, 2000). Cereal production (millet, sorghum, maize, rice and cowpea) is largely rainfed. The annual growth of cereals production being about 3% parallels with population growth. To ensure food security, cereal imports (rice and wheat) rose to about 468 700 tons of which rice constitutes about 80%.

There is need to improve the technological delivery and infrastructural conditions (means of land preparation, credit to acquire inputs, efficient irrigation, soil water conservation system, etc.) to stimulate growth of the agricultural sector by at least 4 to 10% to fill gap of the food shortages and minimize importation of basic foods like rice and wheat.

The radical policy changes introduced by the Government of Senegal since 1994 has phased out several parastatal organizations that provided extension and input services. UNIS (Union of Interprofessional seed services) has been created based on the innovative action of private seed growers. Since its inception, UNIS has mainly promoted the production and distribution of improved peanut seed, an important cash crop for the country. The increase and distribution of improved cereal seed has been given little emphasis. Access to improved cereal seed has been limited to few farmers, which consequently contributed to the apparent low level of agricultural production.

The purpose of the pilot project through the USAID funded PSAFS program, is to enhance the development of cereal seed production and distribution enterprises which can improve agricultural productivity to spur economic growth in Senegal.

### **1.2. The UNIS and NARS Partnership for the Provision of Improved Cereal Seed:**

UNIS is an association of private seed growers and entrepreneurs with a main objective to produce and commercialize crop seed. Following reduced State interventions under structural adjustment policies, UNIS launched a peanut seed program with a transfer of various functions to private professional operators. Drawing upon results of the peanut

seed program, and using its established nationwide network, UNIS has recently engaged in a national program to develop improved cereal seed. It has also inherited from the State existing physical facilities of significant capacity for seed cleaning, sorting, grading, and large storage capacity.

The ongoing UNIS scheme uses an integrated approach with a set of private players taking the lead in operating and managing the seed production and distribution system. (see figure 3.1). It draws upon a nation wide network of private seed operators (members of UNIS) linked to Government research/extension institutions and macro and/or micro-finance institutions, organized producers and grain traders.

At the local level, the UNIS system operates as follows. The local private seed operator (a UNIS member) in his intervention area (rural community or department) contracts with organized or individual rural producers (including women groups) for seed production, and hires a technician (called '*agent de qualité*') for seed production work supervision and quality control. Foundation seed and technical information are provided by research (ISRA). The private seed operator as input service provider applies for production and marketing credits from financial institutions to supply inputs to farmers and to purchase the seed produce at prices agreed upon in the terms of contract. The seed is then sent to UNIS warehouses for storage, cleaning and grading prior to distribution to cereal producers in his/her area. It is worth noting the similarity of this model with that of the Nucleus Farmer scheme in Northern Ghana with regard to the provision of agricultural technology and production support services.

**a. Strengths:**

The attractiveness of UNIS scheme comes from its private sector investor driven approach to enhance the production and commercialization of improved cereal seed. Strengths of this system include:

- i) Members are private entrepreneurs (seed operators) that produce and commercialize improved seed of cereal;
- ii) UNIS has established a nationwide network of seed growers spread in 4 zones (Center-North, Center-South, South and North) covering all administrative regions of the country (figure 3.2);
- iii) UNIS secretariat is lean with minimum staff (4) and involves participatory decision making and management through structured committees elected democratically by the General Assembly composed of at least 200 members.
- iv) Seed producers/entrepreneurs have local distribution networks covering from 20 to 40 villages.

**b. Weaknesses:** UNIS has been operating this system for the last four years. Close examination of its operation revealed the following weaknesses:

- (i) Seed production and distribution in Senegal has been limited to peanut with virtual lack of capacity to promote the development of cereal seed enterprises;

- (ii) Limited technical and managerial skills of seed operators and growers;
- (iii) Insufficient financial resources to provide inventory credits, to build up capital of improved seed;
- (iv) Low investment capabilities of seed operators to increase the production and commercialization of cereal seed;
- (v) Lack of provision of tractor, threshing and storage services by seed operators to their clients;
- (vi) High interest rates on loans;
- (vii) Degeneration of the quality of the seed capital and
- (viii) Insufficient supplies of improved cereal seed.

## **2. Purpose and Objectives of the Pilot Project:**

The thrust of this program is first, to further strengthen operational linkages between UNIS and ISRA to enhance the development of cereal seed enterprises and second, to strengthen seed quality control services by cooperating with appropriate public and private agencies. The purpose of this pilot project is to strengthen UNIS capacity to increase the supplies of improved cereal seed, which is key to improving agricultural productivity.

### **Specific objectives:**

The specific objectives of this pilot project include, but are not limited to:

- (i) Upgrade the technical and managerial capacity of UNIS for enhancing the provision of improved seed services to farmers;
- (ii) Enable UNIS to create a viable mutual fund to facilitate the provision of inventory credits with a capacity to leverage resources from financial institutions and its members;
- (iii) Enhance the availability of foundation seed of improved high yielding crop cultivars;
- (iv) Develop the technical skills of organized seed growers including women groups;
- (v) Facilitate the wide dissemination of technical information on cereal seed production and marketing; and
- (vi) Diversify income for women through transformation of peanut and cereal into value-added products.

## **3. The Pilot Activities: Developing Private Cereal Seed Service Providers**

The agricultural development strategy and policy changes in Senegal (in 1994) led to the phasing out of various parastatals and the emergence of new institutions such as UNIS, a private organization comprised of private seed entrepreneurs. The major focus of this pilot activity is to strengthen the UNIS scheme as framework for the development of an

efficient improved cereal seed<sup>1</sup> service by involving key partners: research (ISRA), seed entrepreneurs under UNIS (service providers) and contractual outgrowers or their associations, the public regulatory agency to monitor quality of foundation and certified seed and microfinance institutions (figure 3.3). The concurrent strengthening of the capacity of the focal element (UNIS) and of its partners (research and producer groups) will boost the whole system to enhance the development of private cereal seed enterprises under the direction and management of trained seed operators.

### **Pilot Program Activities**

To boost the UNIS-led cereal seed production system, the following activities will be undertaken.

**Objective 1: Upgrade the technical, managerial and logistical capacity of UNIS for enhancing the provision of improved seed services to farmers**

#### **Activities:**

- i) *Technical training of private seed entrepreneurs (and technicians also called "agents de qualité") in seed production technology:* 2 seed entrepreneurs and their technicians from each of the 4 UNIS zone, thus a total of 16 people will be trained by resource persons from ISRA/UPSE and NGOs (table 3.1).
- ii) *Managerial training of private seed entrepreneurs:* 12 seed entrepreneurs (3 from each zone) will receive training in financial management: bookkeeping, credit application procedures. Trainers will be identified from microfinance specialists.
- iii) *Provision of logistical support, i.e. equipment to UNIS:* threshing equipment and motorcycle (to the technician for seed production supervision) will be provided to UNIS seed entrepreneur in the project site.

**Expected outputs:** increased capacity of UNIS members to produce and distribute improved seed of cereal to farmers.

**Objective 2: Enable UNIS to create a viable mutual fund to facilitate the provision of inventory credits with a capacity to leverage resources from financial institutions.**

#### **Activities:**

- i) *Establish mutual fund to access credit:* Support to UNIS to create revolving fund deposited in a mutual account at a bank institution; it will be used to support an inventory credit program to accumulate a stock of 100 tons of improved cereal seed (25 tons of millet, 15 tons of sorghum, 50 tons of maize and 10 tons of

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<sup>1</sup> Because of limited time, the team did not explore the issues and opportunities for the production of seed and planting materials for horticultural crops.

cowpea). This support will be used to leverage resources from financial institutions and deposits to the account by UNIS members.

- ii) *Training in loan processing and bookkeeping (as indicated above)*

**Expected outputs:** Easier access to credit, increased stocks of improved cereal seed.

**Objective 3: Enhance the availability of quality foundation seed of improved high yielding cultivars of cereal to meet the total demand by UNIS and other seed producers**

**Activities:**

- i) *Support to ISRA/UPSE (Seed Production Unit) to provide enough supplies of foundation seed of improved cereal cultivars:* support will be provided to ISRA/UPSE to increase the supply of foundation seed, the renewal of released varieties and the introduction of high yielding cultivars. UNIS and ISRA are expected to enter contractual agreement for the supply of specific quantity and quality of foundation seed of cereal varieties and training of farmers.
- ii) *Seed quality control by joint UNIS-ISRA-DISEM (seed control office) collaboration:* monitoring of the quality of foundation and certified seed will be done by a joint UNIS, ISRA/UPSE and DISEM visits to various seed production sites.

**Expected output:** Increased availability of quality foundation seed with good yield potential.

**Objective 4: Develop the technical skills of organized seed growers including women groups**

**Activity:**

- i) *Technical training in seed production technology:* 16 contractual seed growers (4 in each zone, and one third from women groups) will receive this training.

**Expected output:** Improved productivity of trained seed growers.

**Objective 5: Facilitate the wide dissemination of technical information on cereal seed production and marketing.**

**Activities:**

- i) *Support to UNIS for the production and distribution of a newsletter:* the focus of this newsletter will be providing information on UNIS activities, available seed varieties, seed demand, marketing points, external outlets and linkages in the sub-region.

- ii) *Support to ISRA/UPSE for the updating and diffusion of technical leaflets on cereal seed production:* through this vehicle, technical information on cereal seed production will be provided to seed growers in french and local languages.

**Expected output:** increased awareness of farmers to use quality seed and of seed entrepreneurs to increase production and distribution of cereal seed.

**Objective 6: Diversify income for women through transformation of peanut and cereal into value-added products.**

**Activities:**

- i) *Undertake rapid appraisal survey of women groups in three villages:* the purpose is to identify viable income generating activity options for locally-based transformation of agricultural produce.
- ii) *Technical training in post harvest and processing technologies:* 15 women from one of the surveyed villages will receive this training.
- i) *Selected logistical support:* budgetary provision is made to support the introduction of simple and appropriate equipment for the processing activities identified in the appraisal study mentioned above.

**Expected output:** improved technical skills of women, diversified income of women and improved household food security.

**4. Budget:**

The aggregated budget presented in table 3.2 was developed after close consultations with partner institutions. It covers all activities of the Senegal pilot project to be implemented over six quarters in 2002 and 2003.

The overall budget allocations are for:

- i) Financial services to UNIS to establish a revolving mutual fund: 27% of the total budget;
- ii) logistical support i.e. to improve the quality and quantity of cereal seed produced is about 24.1%;
- iii) technology supply, technical support, training and production of farm leaflets in local languages by ISRA/UPSE, amounts to 22%;
- iv) capacity building i.e. training as discussed in the document costs about 13.3% of the budget;

- iv) *Financial institutions* - linkages will be established between UNIS and these institutions to enhance the provision of financial services.

Fourth, at regional level, the OAU/STRC-SAFGRAD office will coordinate and manage the project implementation. It will provide technical backstopping and be accountable for financial disbursement and management and submit project progress and financial reports every two quarters. The SAFGRAD agricultural economist will closely follow all aspects of the pilot project implementation.



**Table 3.1: Training Activities for Improving PSAFS Services**

UNIS ZONES TRAINING ACTIVITIES	UNIS ZONES				TOTAL
	Center North	Center South	South	North	
Seed production technology for - Seed entrepreneurs & technicians	4	4	4	4	16
- contractual seed growers	4	4	4	4	16
Financial management for seed entrepreneurs	3	3	3	3	12
Post harvest technology for women groups		15			15
<b>TOTAL</b>	<b>11</b>	<b>26</b>	<b>11</b>	<b>11</b>	<b>59</b>

**Table 3.2 : Aggregated budget**

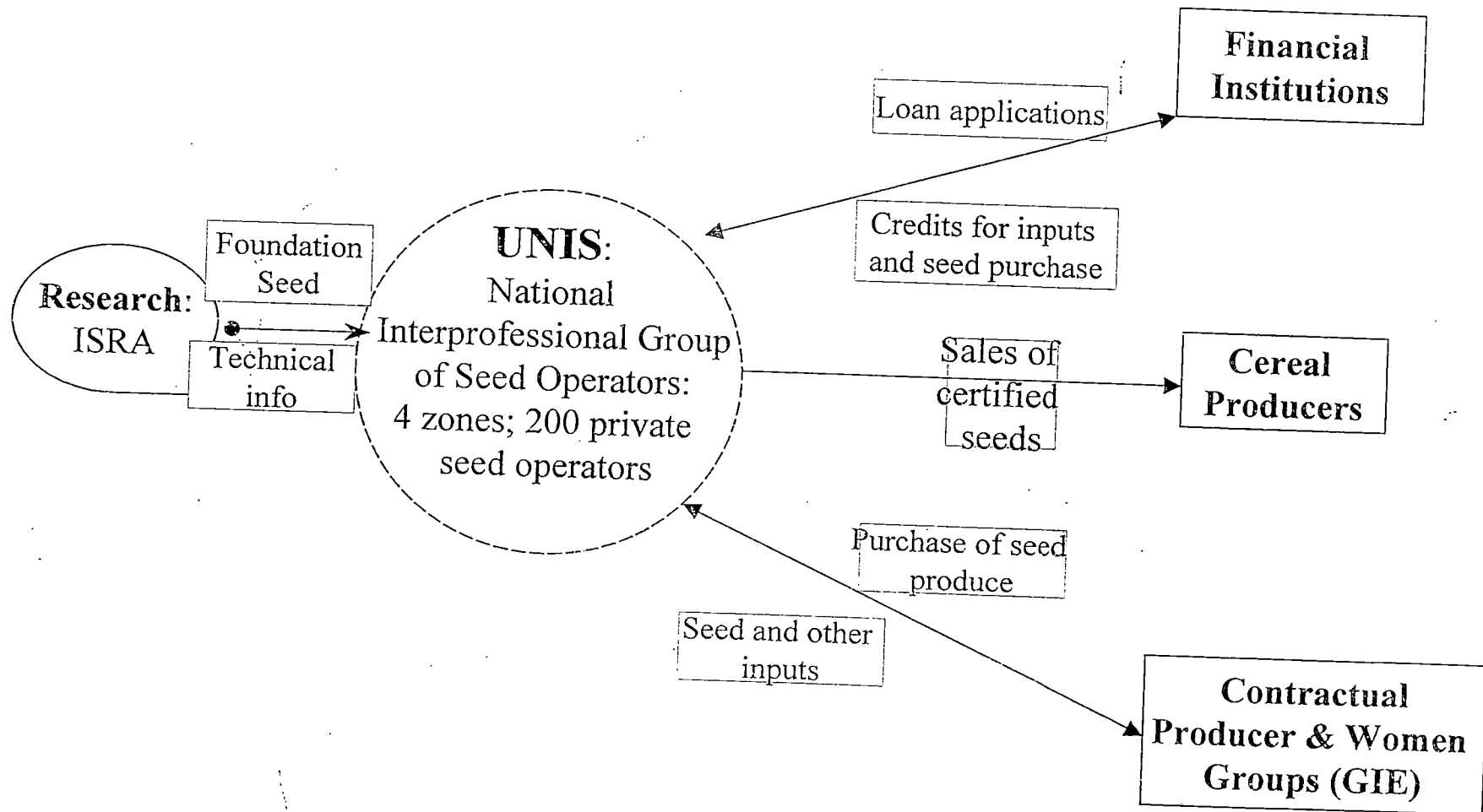
Activities	Value in CFA	Value in USD	Percent of total budget
Financial services: for establishing revolving mutual fund	8 000 000	12 308	27.0
Logistical support services: thresher, transport, newsletter	7 150 000	11 000	24.1
Technology supply and technical services: ISRA/UPSE	6 500 000	10 000	22.0
Seed quality control	455 000	700	1.5
Capacity building	3 950 000	6 077	13.3
Field activity monitoring	975 000	1 500	3.3
Support to women group: income diversification activities	2 600 000	4 000	8.8
<b>Total Budget</b>	<b>29 630 000</b>	<b>45 585</b>	<b>100</b>

NB: USD 1 = CFA 650

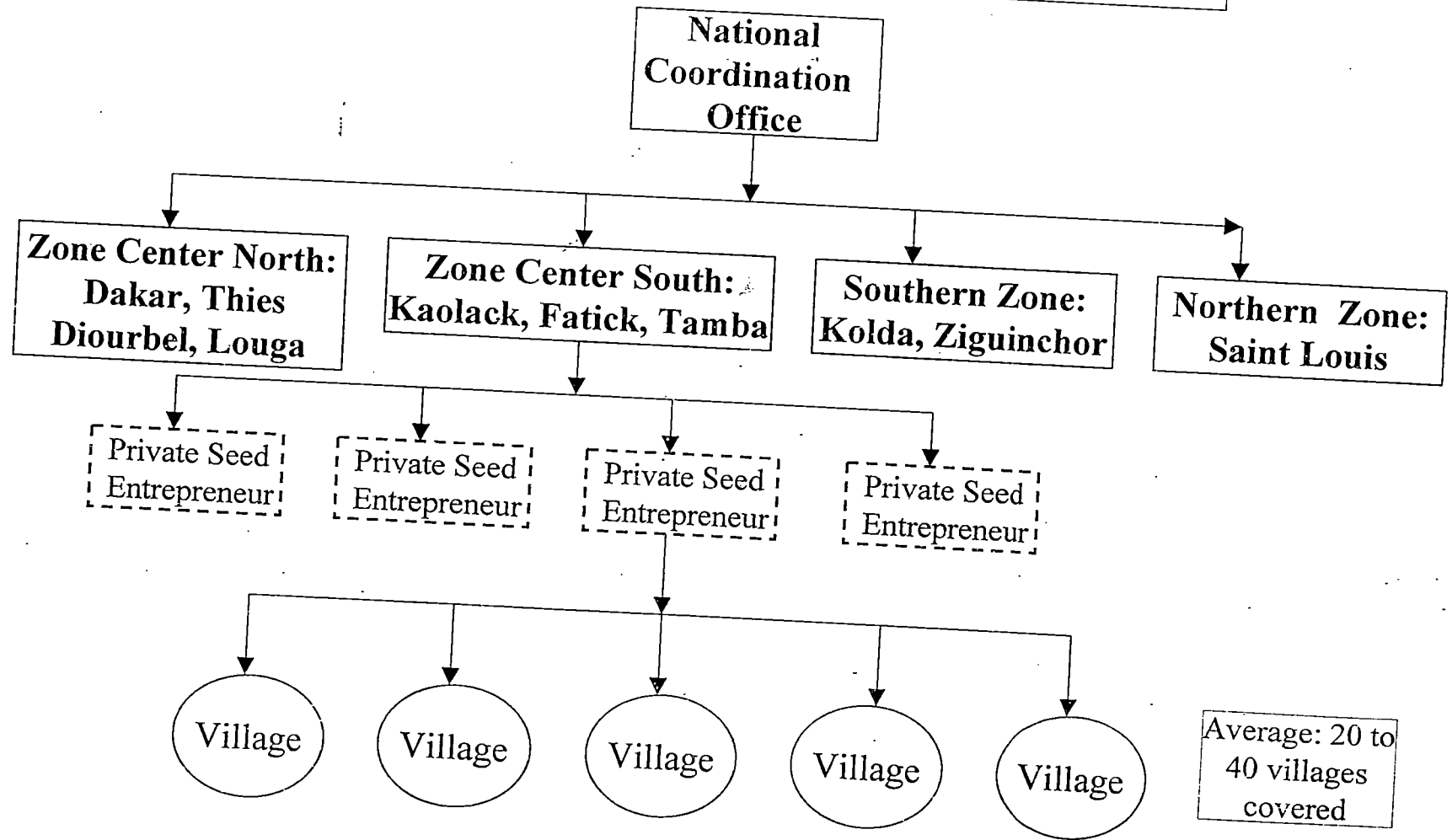
**Table 3.3 : SCHEDULE OF PROJECT ACTIVITIES**

Activity	2002				2003	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6
1. Socioeconomic study: income generating activities for women	X					
2. Technical training for seed entrepreneurs & technicians		X				
3. Technical training for contractual seed growers		X				
4. Financial management training for seed entrepreneurs		X				
5. Training in post harvest & processing for women groups			X			
6. Provision of support services :	X	X				
7. Provision of financial services (mutual funds)		X				
8. Production of technical leaflets on cereal seeds			X			
9. Seed quality control monitoring visits		X	X			
10. Introduction of processing equipment for women groups			X			
11. Production of UNIS newsletter			X		X	
12. Field activity monitoring	X	X	X	X	X	
13. Regional workshop					X	
14. Progress and final reports		X		X		X
15. Evaluation / Impact study						X

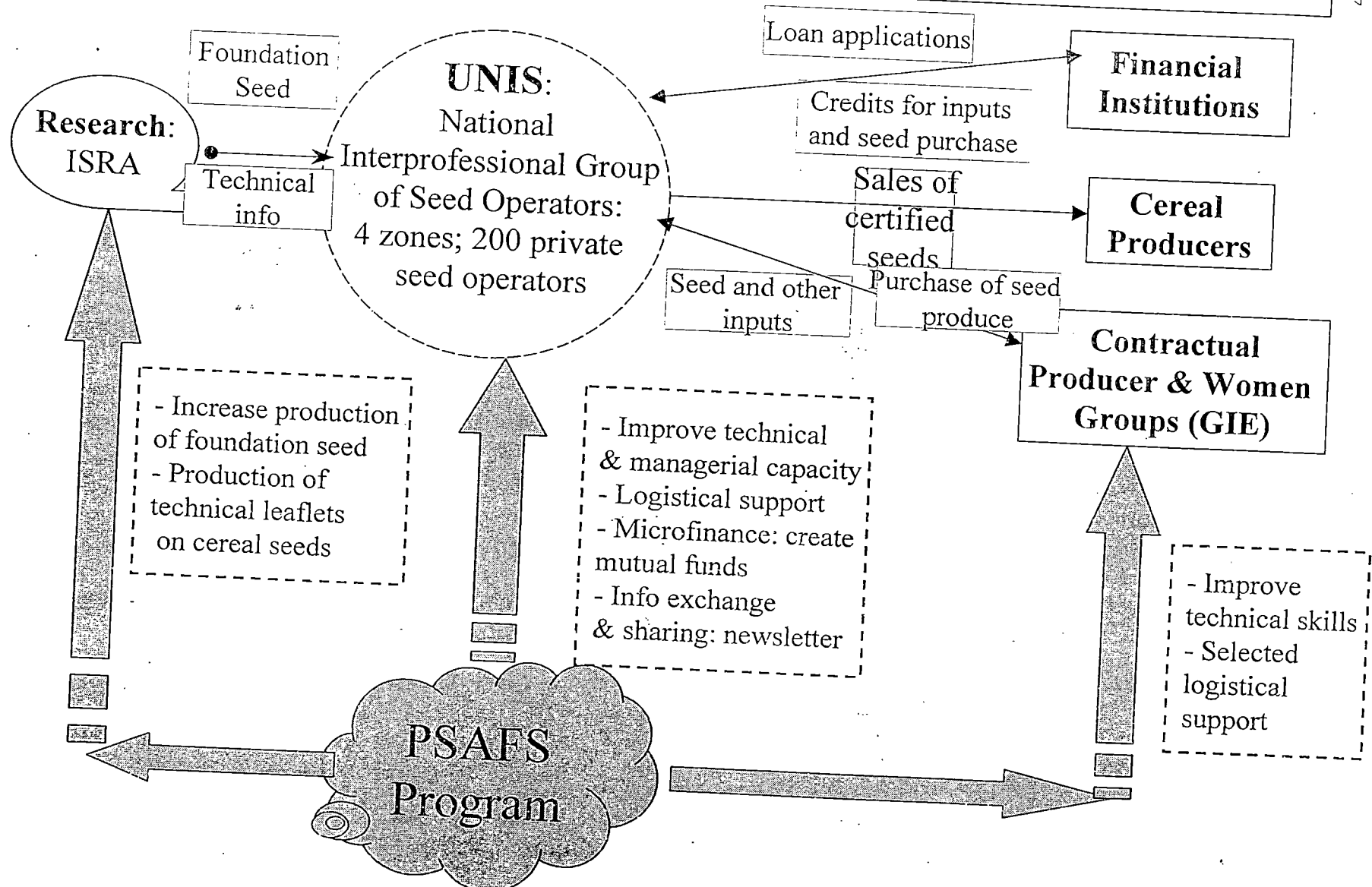
Figure 3.1: The Current Cereal Seed Production and Distribution System- Senegal



*Figure 3.2: The UNIS National Network - Senegal*



*Figure 3.3: The UNIS-led Cereal Seed Production and Distribution System under the PSAFS Program Support - Senegal*



**SECTION IV: BUDGET**

## PSAFS PROGRAM BUDGET

While the country-level budgets are presented with the pilot project activities, the overall budget including the regional coordination is shown in Table 4.1. PSAFS activity support for East and Southern Africa is also summarized in Table 4.2<sup>2</sup>. As indicated in the latter, PSAFS activity support initially for Zambia and Uganda will be provided through grants. OAU/STRC-SAFGRAD will establish institutional linkages to streamline the monitoring of the implementation of PSAFS activities in these two countries.

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<sup>2</sup> PSAFS program activities for East and Southern Africa are not included in this proposal.

**Table 4.1: PSAFS Pilot Activities Budget 2002**

		Value in USD
<b>I. GHANA Activities</b>		
1.1	Production support services	5,500
1.2	Women group support - processing implements	5,000
1.3	Markets services: inventory credit	10,000
1.4	Capacity building	6,000
1.5	Technology supply and training support services	8,000
1.6	Liaison officer (consultant)	3,000
1.7	PSAFS framework completion newsletters and directory surveys	<u>2,500</u>
	<b>Sub-total</b>	<b>40,000</b>
<b>II. MALI Activities</b>		
2.1	Production support and financial services	13,000
2.2	Capacity building	8,000
2.3	Studies and services	7,000
2.4	Field activity and monitoring	4,000
2.5	Coordination of pilot project implementation	<u>8,000</u>
	<b>Sub-total</b>	<b>40,000</b>
<b>III. SENEGAL Activities</b>		
3.1	Financial services	12,308
3.2	logistical support	11,000
3.3	Technology supply and technical services ISRA/UPSE	10,000
3.4	Seed quality control	700
3.5	Capacity building	6,077
3.6	Field activity monitoring	1,500
3.7	Support to women group: income diversification activities	<u>4,000</u>
	<b>Sub-total</b>	<b>45,585</b>
<b>IV. Regional Support</b>		
4.1	Technical assistance/Consultant	13,000
4.2	Travel	12,000
4.3	Regional workshop	25,000
4.4	Newsletters edition	3,000
4.5	PSAFS country directories printing and distribution	5,000
4.6	Networking (equipment)	5,000
4.7	Supplies and miscellaneous services	<u>4,000</u>
	<b>Sub-total</b>	<b>67,000</b>
	<b>Sub-total (I to 4)</b>	<b>192,585</b>
	<b>Overhead 10%</b>	<u><b>19,258</b></u>
	<b>Grand total</b>	<b>211,843</b>
	<b>Fund available</b>	<b>(84,000)</b>
	<b>Additional fund required</b>	<b>127,843</b>



**Justifications:**

**1. Technical Assistance/Consultant**

The Regional Economist coordinates and supervises the implementation of the PSAFS pilot activities. The current resources of SAFGRAD will cover 50% of his salary. To complement and fully cover the contract period of the Regional Economist to second quarter of 2003 thirteen thousand dollars (\$13,000) is allocated from this budget.

**2. Travel \$12,000**

The implementation of the program needs close supervision of the activities by the Regional Economist. 4 trips of 12 days each budgeted i.e. maximum of 4 days per country per trip.

- ticket	1,200 x 4 =	4,800
- per diem	151 x 12 x 4 =	<u>7,248</u>
		12,048
About		12,000

**3. Regional Workshop \$25,000**

It's planned by the end of 2002 or the first quarter of 2003. This workshop will involve key stakeholders from the three countries, NGOs engaged in PSAFS, policy makers, USAID Missions, beneficiaries. The purpose of the workshop is to share lessons learned and make analyses and exchange of the output of the three innovative models tested to enhance PSAFS provisions.

- tickets	425 x 25 =	10,625
- per diem	100 x 25 x 4 =	10,000
- miscellaneous (interpretation, supplies...)	=	<u>4,375</u>
Total	=	25,000

4. Newsletter edition 3,000  
Newsletters will be issued at the cost of \$ 750 each

5. Country directories 5,000  
Edition, printing and distribution of country directories to all stakeholders

6. Networking Equipment 5,000  
There is a need for purchasing appropriate computer to establish relevant connection at SAFGRAD for inter and intra networking among PSAFS practitioners and beneficiaries

7. Supplies and miscellaneous services  
\$4,000 are allocated to cover various costs of bank transactions, communications and supplies/ services

**Table 4.2 : PSAFS ACTIVITIES SUPPORT IN EASTERN AND SOUTHERN AFRICA**

OAU/STRC-SAFGRAD will facilitate for accessing PSAFS support (through grants) initially to two countries. SAFGRAD will also establish institutional linkages to streamline monitoring of the implementation of PSAFS activities.

**1. ZAMBIA**

Based on the proposal submitted the following organizations will benefit from the PSAFS support:

Organizations	Grant in US dollars
i. CI JSA Rural Group Business Program	\$ 8,000
ii. ZNFU - Conservation Farming Unit	8,000
iii. Zambian Agricultural Commodity Agency Ltd.	8,000
iv. Zambia Agribusiness Technical Assistance Center	8,000
v. NORAD Support Farmers Association Project	<u>8,000</u>
	Sub-total 40,000
- Travel to Zambia - Ticket and per diem (5 days)	1,800
	Sub-total 41,800
- Administrative and overhead cost 10%	<u>4,180</u>
	<b>Grand Total 45,980</b>

**2. UGANDA**

Project proposal to be submitted and benefiting Organizations to be specified

	\$ 40,000
- Travel to Uganda Ticket and per diem (5 days)	<u>1,800</u>
	Sub-total 41,800
- Administrative and overhead cost 10%	<u>4,180</u>
	<b>Grand total 45,980</b>

## **ANNEX 1 –**

### **Scope of Work and Terms of Reference for Developing PSAFS Pilot Program Activities**

#### **I. Introduction**

Most of sub-Saharan countries have made limited progress in attaining food security and reducing poverty during the last four decades. The on-going democratic process and public policies, however, have increasingly become more favourable to accelerating agricultural growth.

Realizing that the efficient provision of production support and financial services and transformation of these services to the private sector are key to stimulate economic growth, OAU/STRC-SAFGRAD through the USAID/AD/SD/ANRE financial and technical support have studied innovative PSAFS program in three countries.

The PSAFS established framework that guided national and regional efforts not only identified innovative options that will need to be further developed and tested as pilot project activities, but also documented several cross cutting issues of production support and financial services that could accelerate agricultural growth. The thrust of the consultant study will focus for developing programs and action plans on the following identified innovations.

#### **II. The Pilot Projects**

These include:

- i) **The Nucleus farmer innovative technology transfer (production and marketing support services) scheme in Ghana.**

Some of the lessons of PSAFS phase one activities of the Scheme showed the Nucleus Farmer Scheme (NFS) has been effective in the transfer of production support services such as improved inputs (i.e. seed, fertilizer, etc.) land preparation, as well marketing and commercialization of agricultural produce. For example, soybean. In this regard, the NFS has also established linkages between small-scale soybean producers and agro-industries.

## ii) Innovative Input Provision by Village Association and Producers themselves in Mali

PSAFS activities identified this innovation evolving out of services of parastatal organization such as the Office of Niger, which withdrew its services of input distribution/delivery to increase rice production. This model enabled farmers organize themselves in associations and put in place an innovative system of fertilizer purchase. They identify needs of their members and ask fertilizer suppliers to submit bids. They then select the lowest bidder and submit funding requests (loan applications) to the financial institutions. The latter pays the supplier who delivers the fertilizer to the village association that distributes it to its members. The village association recovers payments in kind (paddy rice) or in cash at rice harvest from their members.

## iii) Private sector led cereal and horticultural production and distribution scheme

Except for peanut, the development of the cereal and horticultural seed industry in Senegal has yet to develop. Seed production experience of UNIS uses an integrated approach with a set of private players taking the lead in operating and managing the seed production and distribution system.

The purpose of the suggested pilot activity is to test whether this integrated but private sector-based approach to seed production and distribution leads to better system performance especially in alleviating major constraints.

### III. Purpose of the Study

The team study will also focus for incorporating program components into identified innovative options to:

- Strengthen organizational and management capacity
- Improve governance of associations/cooperatives involved.
- Broaden the critical mass (increase members of associations) to realize a viable credit union services.
- Improve linkages and access to technology, loan and credit from local microfinance institutions.

#### IV. Methodology

The team will employ participatory approach by involving key stakeholders in the development of the PSAFS pilot project activities. The key partners include farmers and their cooperatives as beneficiaries and owners of the pilot project activities; the national agricultural technology transfer systems and the private sector as production support services providers; and parastatals engaged in microfinance and marketing services; and partner institutions of the PSAFS established and operational framework (NARS, Extension, NWC, the private sector, USAID Missions in the respective countries, national and multinational NGOs, agro-industries, etc.)

The team will visit Ghana, Mali and Senegal to facilitate the elaboration and development of the pilot activities as follows:

- i. Based on the discussion with beneficiaries and partner institutions - elaborate the components of the identified pilot project activities.
- ii. For each component of the program, identify the constraints, limitations and required activities to attain objectives of the pilot projects.
- iii. Develop plan of action detailing the implementation of pilot projects with specific time frame.
- iv. Review and strengthen the existing monitoring and coordination mechanisms for implementing PSAFS pilot activities.

#### V. The Team Study will deliver:

Reports of the Program and Action Plan of pilot project activities.

## TENTATIVE ITINERARY

For the Consultant and SAFGRAD Agricultural Economist

19-26 November

- i. Field visit to Ghana to discuss with beneficiaries such as farmers, cooperatives, partner institutions and to discuss with members of NWC
- ii. Finalize country report action plan

2-7 December

- i. Field visits to Mali to discuss and elaborate components of identified pilot project with beneficiaries, partner organizations such as research, extension, the private enterprises etc;
- ii. Finalize country report - Action plan

9-15 December

- i. Field visits to Senegal to visit the private sector led cereals and horticultural crop producers, UNIS, ISRA, etc.
- ii. Finalize country report - Action plan

## **ANNEX 2 –**

### **LIST OF CONTACTS**

#### **GHANA**

Prof. W. Alhassan, *CSIR Director General, Accra, Ghana*

Prof. Owusu-Bennoah, *CSIR Deputy Director General, Accra Ghana*

Kwasi Setsoafia, *CSIR Secretariat, Accra, Ghana, SAFGRAD Focal Unit Coordinator*

Wayo Seini, *Snr Research Fellow, ISSER, University of Ghana, Legon, Chairman of NWC*

All NWC members including representatives of NGOs

A. Salifu, *SARI Director, Tamale, Ghana*

V. A. Clotey, *SARI Agronomist, Tamale, Ghana*

Esther Wahaga, *Sociologist, SARI, Tamale, Ghana*

Douglas, *Agricultural Technician, SARI, Tamale, Ghana*

H. A. Akanko, *Extension Specialist, retired from MoFA, Tamale, Ghana*

Alaji Mahama Issahaku, *Nucleus Farmer, Tiyumtaba Farms, Gushiegu-Karaga District, Northern Region, Ghana*

Several Representatives of producer groups and women groups working with the NF, *Gushiegu-Karaga District, Northern Region, Ghana*

#### **MALI**

Bino Teme, *Director General, IER, Bamako, Mali*

Bakary Coulibaly, *Director Technical Support Office, IER, Bamako, Focal Unit Coordinator*

Ousmane Sanogo, *ECOFIL/IER, Bamako, Chairman of NWC*

Manda Sadio Keita, *ECOFIL/IER, Bamako, PSAFS Program Officer*

All members of NWC including representatives of NGOs

Yenzie Koné, *Economist, IER/CRRA Niono, Mali*

Daouda Koné, *Coordinator Farming Systems Program, IER/CRRA, Niono, Mali*

The Director, *IER/CRRA research station, Niono, Mali*

Traoré, *FCMRD (microfinance network), Niono, Mali*

Brehima Coulibaly, *producer, Secretary General of Seriwale Village Association (also producer delegate at Office du Niger), Niono Zone, Mali*

Representatives of Seriwale Village association of rice and seed producers : president, treasurer, secretary general s and other members

*Local representatives of CVECA (microfinance institution), Niono, Mali*

## SENEGAL

Taib Diouf, *Scientific Director, Institut Senegalais de Recherches Agricoles- ISRA, Dakar, Senegal*

Aminata Badiane, *Soil Scientist, Focal Unit Coordinator, ISRA, Dakar, Senegal*

Moustapha Ane, *PSAFS Program Officer, ISRA, Dakar, Senegal*

Demba Ndoye, *Permanent Secretary, UNIS, Dakar, Senegal, Chairman of NWC*

Malick Gueye, *PMIA (national microfinance program), NWC Member, Dakar, Senegal*

Ibrahima Diagne, *Sales and Development Officer, SENCHIM (fertilizer plant), NWC Member, Dakar, Senegal*

*Subcommittee of NWC members including representatives of NGOs*

Saliou Diangar, *Agronomist, ISRA Seed Production Unit, CNRA Bambey, Senegal*

Ibrahima Niasse, *Seed Entrepreneur, member of UNIS, Kaolack, Senegal*

Niass, *Agricultural Technician, Kaolack Senegal and several members of farmer organizations including women groups of Thiakho Thioffior village, department of Kaolack, Senegal*



Ablaye Dieng, *Seed Entrepreneur, member of UNIS, Keur Bakari, Department of Mbour, Senegal*

Gueye and Fall, *seed producers and distributors, respectively president and secretary general of UNIS regional branch (center north), Diourbel, Senegal*

François Faye, *Program Specialist, USAID/Dakar, Senegal*

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2001

# INNOVATIVE PILOT ACTIVITIES FOR IMPROVING LIVELIHOOD OF FARM HOUSEHOLDS IN WEST AFRICA

Dr. Bocar Diagana

Dr. Bocar Diagana

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