

# MaFAAS

**PROCEEDINGS OF MALAWI FORUM FOR AGRICULTURAL  
ADVISORY SERVICES WORKSHOP AND GENERAL  
ASSEMBLY HELD AT MALAWI INSTITUTE OF  
MANAGEMENT, LILONGWE,  
25<sup>TH</sup> TO 26<sup>TH</sup> JULY 2012**



**c/o Ministry of Agriculture and Food Security,  
Department of Agricultural Extension Services,  
P.O. Box 30145,  
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## **FOREWORD**

Agricultural advisory services in Malawi date as far back as 1903 under Government of Nyasaland Protectorate. Soon after independence in July 1964, the great need for extension services led to the establishment of the Department of Agricultural Extension and Training (DAET). Later, the DAET was split into various Departments, and other service providers such as Non State Actors emerged. This is why the current agricultural extension policy, termed “Agricultural Extension in the New Millennium: Towards Pluralistic Demand Driven Services”, calls for the development of mechanisms for joint planning and implementation of programmes among stakeholders that respond to clients’ needs, and are appropriate for transforming local situations. The Malawi Forum for Agricultural Advisory Services (MaFAAS) provides an opportune platform to strategize towards harmonization of efforts among stakeholders in the agriculture sector. The MaFAAS workshop and General Assembly that was held on 25<sup>th</sup> and 26<sup>th</sup> July 2012 at Malawi Institute of Management focused on the institutionalization of MaFAAS and deliberation on key issues affecting implementation of agricultural advisory services in Malawi.

Key achievements of the workshop and General Assembly include: unprecedented number of participants drawn from a diversity of organizations across Malawi and from African Forum for Agricultural Advisory Services (AFAAS) there by enabling effective networking; sharing of experiences on implementation of District Agriculture Extension Services System (DAESS) and linking the DAESS to MaFAAS; establishment of MaFAAS interactive virtual platform/website on the AFAAS virtual platform; agreement on key elements of agricultural messages with the view of improving quality of messages; passing of resolutions on minimum training and acceptable incentives for Lead Farmers; validation and adoption of MaFAAS Strategic Plan, and MaFAAS Constitution; electing an Executive Committee; and establishing thematic teams based on the Strategic Plan. Participants also made innovative suggestions on improving agricultural extension and advisory services in Malawi such as establishment of MaFAAS Accreditation Board; various strategies for boosting numbers of agricultural extension and advisory service professionals; and a diversity of MaFAAS funding mechanisms.

We would like to take this opportunity to thank the Guest of Honour, Minister of Agriculture and Food Security, Honorable Professor Peter Mwanza, M.P., for opening the function. We appreciate coordinators of the Agriculture Sector Wide Approach – Support Project for the financial support that they rendered towards successful implementation of the function. We also gratefully acknowledge efforts of the Executive Committee and staff members of the Department of Agricultural Extension Services for facilitating and hosting the function. The African Forum for Agricultural Advisory Services deserves sincere appreciation for the technical support rendered. Above all, all participants made the workshop and General Assembly to be a success. We look forward to continued commitment to MaFAAS activities since MaFAAS is owned by the member institutions and professionals. The workshop and General Assembly proceedings are evidence of the fruitful deliberations that took place, chronicling the speeches, presentations and resolutions that were made.

Dr. Charles Masangano, PhD  
**EXECUTIVE COMMITTEE  
CHAIRPERSON**

Ms. Stella Kankwamba  
**DIRECTOR OF AGRICULTURAL  
EXTENSION SERVICES**

## TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYMS .....	6
1.0 INTRODUCTION .....	8
1.1 Background .....	8
1.2 Objectives .....	8
2.0 METHODOLOGY .....	9
3.0 SUMMARY OF PROCEEDINGS .....	9
3.1 Session One: Opening Activities .....	9
3.2 Session Two : Institutionalization of MaFAAS.....	12
3.3 Session Three : Ensuring Quality in Agricultural Messages .....	13
3.4 Session Four : Incentives for Farmers and Lead Farmers.....	14
3.5 Session Five: MaFAAS and District Agriculture Extension Services System (DAESS)...	14
3.6 Session Six: Establishment of Thematic Teams and Formulation of Terms of Reference	16
3.7 Session Seven : General Assembly.....	16
3.8 Session Eight : Closing .....	17
4.0 ANNEXES .....	19
4.1 ANNEX ONE : PRESENTATIONS MADE DURING THE WORKSHOP AND GENERAL ASSEMBLY.....	19
4.1.1 KEY NOTE ADDRESS : RE-THINKING AGRICULTURAL EXTENSION IN MALAWI .....	19
4.1.2 REPORT ON THE MALAWI FORUM FOR AGRICULTURAL ADVISORY SERVICES (MaFAAS) / NATIONAL STAKEHOLDER PANEL (NSP) ACTIVITIES FROM JANUARY 2011 TO JULY 2012 .....	32
4.1.3 THE MALAWI FORUM FOR AGRICULTURAL ADVISORY SERVICES (MaFAAS) STRATEGIC PLAN – MID 2012 TO MID 2015 .....	36
4.1.4 TRAINING ON USE OF THE AFAAS VIRTUAL SOCIAL NETWORKING PLATFORM.....	38
4.1.5 TOWARDS STANDARDS AND QUALITY ASSURANCE IN AGRICULTURAL MESSAGE DELIVERY: THE CONTEXT OF AGRICULTURAL EXTENSION IN MALAWI .....	44
4.1.6 NEW AGRICULTURAL TECHNOLOGIES RELEASED IN MALAWI (2011).....	47

4.1.7 PROS AND CONS OF VARIOUS INCENTIVES FOR FARMERS AND LEAD FARMERS INVOLVED IN EXTENSION AND ADVISORY ACTIVITIES .....	51
4.1.8 SYNERGY BETWEEN THE DISTRICT AGRICULTURE EXTENSION SERVICES SYSTEM AND THE MALAWI FORUM FOR AGRICULTURAL ADVISORY SERVICES.	55
4.1.9 IMPLEMENTATION OF DISTRICT AGRICULTURAL EXTENSION SERVICES SYSTEM IN MZIMBA SOUTH DISTRICT.....	60
4.1.10 EXPERIENCES IN THE IMPLEMENTATION OF DAESS : A CASE OF NTCHEU DISTRICT.....	64
4.1.11 REPORT FOR THEMATIC TEAM ONE BREAK AWAY SESSION - STANDARDIZATION, QUALITY ASSURANCE AND CAPACITY BUILDING.....	66
4.1.12 REPORT FOR THEMATIC TEAM TWO BREAK AWAY SESSION - NETWORKING, COORDINATION, RESEARCH AND KNOWLEDGE MANAGEMENT.....	69
4.1.13 REPORT FOR THEMATIC TEAM THREE BREAK AWAY SESSION - ADVOCACY, LOBBYING AND CROSSCUTTING ISSUES.....	72
4.1.14 REPORT FOR STEERING COMMITTEE BREAK AWAY SESSION -.....	74
4.1.15 MaFAAS CONSTITUTION.....	76
4.2 ANNEX TWO : PARTICIPANTS LIST.....	84

## LIST OF ABBREVIATIONS AND ACRONYMS

AAS	Agricultural Advisory Services
ACABO	Assistant Chief Agribusiness Officer
ACB	Agricultural Communication Branch
ACO	Agricultural Communication Officer
ADADO	Assistant District Agriculture Development Officer
ADD	Agricultural Development Division
ADMARC	Agricultural Development and Marketing Corporation
AICC	African Institute of Corporate Citizenship
AEC	Area Executive Committee
AEDC	Agricultural Extension Development Coordinator
AEDO	Agricultural Extension Development Officer
AFAAS	African Forum for Agricultural Advisory Services
AGRESS	Agricultural Gender Roles Extension Support Services
APMB	Agricultural Production and Marketing Board
ASP	Area Stakeholder Panel
ASWAp	Agricultural Sector Wide Approach
ASWAp-SP	Agricultural Sector Wide Approach – Support Project
ATCC	Agricultural Technology Clearing Committee
BES	Block Extension System
CAADP	Comprehensive African Agriculture Development Programme
CACO	Chief Agricultural Communication Officer
CADECOM	Catholic Development Commission
CAEO	Chief Agriculture Extension Officer
CAETS	Controller of Agriculture Extension and Technical Services
CDF	Constituency Development Fund
CISANET	Civil Society Agriculture Network
DA	District Assembly
DADO	District Agriculture Development Officer
DAECC	District Agriculture Extension Coordination Committee
DAES	Department of Agricultural Extension Services
DAESS	District Agriculture Extension Services System
DAET	Department of Agriculture Extension and Training
DAO	District Agriculture office
DARS	Department of Agriculture Research Services
DCD	Department of Crop Development
DCAFS	Donor Community on Agriculture and Food Security
DSP	District Stakeholder Panel
EMO	Extension Methodology Officer
EPA	Extension Planning Area
FAAP	Framework for African Agricultural Productivity
FUM	Farmers Union of Malawi
FICA-SAETS	Flanders International Cooperation Agency – Support to Agricultural Extension and Training Services Programme

FIDP	Farm Income Diversification Program
FISP	Farm Input Subsidy Program
GAC	Group Action Committee
GFRAS	Global Forum for Rural Advisory Services
ICT	Information Communication Coordination
IDAAF	Institutional Development Across the Agri-Food Sector
IFAD	International Fund for Agricultural Development
IRDP	Integrated Rural Development Project
IRLADP	Irrigation Rural Livelihoods Agriculture Development Project
LISAP	Livingstonia Synod Aids Program
MAC	Mudzi Agriculture Committee
MaFAAS	Malawi Forum for Agricultural Advisory Services
MDTF	Multi Donor Trust Fund
MDG	Millennium Development Goals
MoAFS	Ministry of Agriculture and Food Security
MoU	Memorandum of Understanding
MP	Member of Parliament
NASFAM	National Smallholder Farmers Association
NGO	Non Governmental Organizations
NRDP	National Rural development Programme
NSP	National Stakeholder Panel
OVOP	One village One Product
RDP	Rural Development Project
SMS	Short Message Service
T/A	Traditional Authority
VAC	Village Agriculture Committee

## **1.0 INTRODUCTION**

### **1.1 Background**

Malawi's Agricultural Sector Wide Approach (ASWAp) promotes coordinated implementation of programs in the agriculture sector. This entails closer collaboration among stakeholders in the sector. These include government departments and projects of the Ministry of Agriculture and Food Security, Non-Governmental Organizations, academic institutions, banks, the media, research institutions, farmer organizations, local leaders, input and produce traders, agro-processors and transporters. The current extension policy also promotes pluralism in extension service provision.

The Malawi Forum for Agricultural Advisory Services (MaFAAS) provides an opportune platform for achieving closer linkage among the stakeholders. The precursor of the MaFAAS, National Stakeholder Panel (NSP), was formed in 2003. However, the NSP was not active. As a result, coordination of stakeholders had been on ad hoc basis, often bilateral rather than multilateral. In view of this, stakeholders envisaged to strengthen the NSP. A stakeholder consultative workshop was conducted on 19<sup>th</sup> January 2011 where it was agreed to institutionalize the MaFAAS. A strategic plan was developed by a task team in order to guide activity implementation. A follow up workshop and General Assembly was conducted at Malawi Institute of Management in Lilongwe, Malawi's Capital City, on 25<sup>th</sup> to 26<sup>th</sup> July 2012. A total of 89 (71 Male and 18 Female) stakeholder representatives participated in the workshop and General Assembly as indicated in Annex Two, Section 4.2. The Guest of Honour was the Minister of Agriculture and Food Security, Honourable Professor Peter Mwanza, M.P.

### **1.2 Objectives**

The overall objective of the workshop and General Assembly was to facilitate institutionalization of the MaFAAS and discuss on major issues affecting implementation of agricultural extension and advisory services in Malawi. Specific objectives were to:

1. Institutionalize the MaFAAS
2. Strategize on enhancing quality of agricultural messages



3. Harmonize incentives for farmers and Lead Farmers involved in extension activities
4. Link MaFAAS and District Agricultural Extension Services System structures
5. Establish thematic teams and develop task for implementing MaFAAS activities
6. Decide on key issues on establishment and management of MaFAAS

## **2.0 METHODOLOGY**

The workshop and General Assembly was conducted through speeches, presentations, and plenary discussions. The Summary of Proceedings, Section Three, and Annex One, Section 4.1, contain details of the presentations and discussions.

## **3.0 SUMMARY OF PROCEEDINGS**

This Section presents highlights of the workshop and General Assembly. More details are in Annex One, and Two in Sections 4.1 and 4.2 respectively.

### **3.1 Session One: Opening Activities**

#### ***3.1.1 Welcome Remarks***

Welcome remarks to the workshop and General Assembly were made by Dr. Charles Masangano, the Chairperson of the Steering Committee of the MaFAAS. He thanked the Minister of Agriculture and Food Security for gracing the opening ceremony in person. He stated that serious efforts to organize the MaFAAS started in 2009 where some stakeholders agreed to have a body at national level. Several challenges were noted in terms of extension in Malawi as outlined in the extension policy. One of the challenges is coordination of different stakeholders in the agriculture sector in various areas such as the harmonization of extension messages. The policy required that farmers demand for extension services but mechanisms for that were not available. These challenges led to the establishment of the national platform for stakeholders to share experiences, success stories and discuss on how to improve extension services, thereby providing better quality services to farmers. The District Agricultural Extension Services System (DAESS) specified roles of village, area and district level structures but there was no national body. This necessitated MaFAAS. Since there is also the African Forum for Agricultural Advisory Services (AFAAS) at continental level, the MaFAAS is well placed. There is also the

Global Forum for Rural and Advisory Services (GFRAS) at global level. One of the major functions for MAFAAS is the sharing of knowledge and experiences. The AFAAS and GFRAS will also assist in this knowledge sharing from a continental and global perspective. Dr. Masangano thanked all participants for their presence and wished them a successful workshop and General Assembly.

### ***3.1.2 Remarks by AFAAS Representative***

A representative of AFAAS, Dr. Dan Kisauzi stated that Malawi is one of the leading countries in the formation of AFAAS. Dr. Masangano has been a champion of establishment of AFAAS. He stated that he will inform the AFAAS Secretariat that there is commitment to MaFAAS as evidenced by the presence of the Minister of Agriculture and Food Security.

Dr. Kisauzi stated that AFAAS is a demand driven organization based on three symposia where participants stated that a continental body is required for knowledge and experience sharing to improve extension delivery. The AFAAS was formed in 2006 and has been transforming over time, having 36 member countries at present. The aim of AFAAS is to improve connection of extension providers and enhance innovation. AFAAS strategic plan envisages to:

- Enhance engagement with Comprehensive African Agricultural Development Programme (CAADP) – the agriculture agenda for Africa.
- Promote knowledge management, add value to existing initiatives. There is not enough space to innovate in extension such as new approaches to upscale best practices.
- Support establishment of national forums.
- Ensure that extension stakeholders develop partnerships internally and externally. This includes with the private sector.
- To consolidate the AFAAS secretariat to provide services to national forum.

### ***3.1.3 Remarks by the Director of Agricultural Extension Services***

The Director of Agricultural Extension Services, Ms. Stella Kankwamba, thanked the Minister of Agriculture and Food Security for accepting to open workshop and General Assembly, despite his busy schedule. This demonstrated commitment of the Minister to ensure poverty and hunger reduction envisioned by the President of the Republic of Malawi.

She noted that the workshop and General Assembly drew a wide range of stakeholders. The workshop and General Assembly aimed at creating a forum for coordination of extension services. There are some issues that hinder effective implementation of extension programs. The challenges include standardization of extension messages, capacity building, knowledge management, advocacy and lobbying, and mainstreaming of cross cutting issues. All stakeholders have expressed the need for the MaFAAS. She thanked all stakeholders for participating in the workshop and General Assembly.

#### ***3.1.4 Opening Remarks by the Minister of Agriculture and Food Security***

The Minister of Agriculture and Food Security, Honourable Professor Peter Mwanza M.P. expressed pleasure with the caliber of professionals attending the workshop and General Assembly. He stated that extension professionals are important service providers in agriculture. Extension is promoting decentralized, demand driven extension services in Malawi. There are many service providers providing extension services. The DAESS was established at district level without an apex coordinating body to harmonize extension systems, approaches and strategies. The DAESS organizes farmer demands, facilitates service provider response, coordination and funding acquisition at district level. This can only work if there is a platform that organizes the stakeholders at national level. The ASWAp-SP funds should assist in coordination of extension, including the MaFAAS. Being a profession, extension has to be enhanced through high standards and commitment. The MaFAAS should develop and maintain the standards.

The minister stated that harmonization of efforts, technologies and services will create a conducive environment for extension. Knowledge and skills sharing should be prioritized. The workshop and General Assembly should assist in institutionalization of the MaFAAS and making key decisions on the same. The Ministry of Agriculture and Food Security (MoAFS) is committing itself to supporting the MaFAAS. The Minister thanked AFAAS for participating in the workshop and General Assembly. He stated that the MaFAAS is committed to the objectives of AFAAS and Framework for African Agricultural Productivity (FAAP) that aim towards the achievement of at least 6% growth in agriculture. He thanked the organizers of the workshop and General Assembly and stakeholders for participating in the workshop and General Assembly. He

wished participants fruitful deliberations. With these remarks, the Minister declared the workshop and General Assembly officially opened.

### ***3.1.5 Presentation of Report on MaFAAS Activities from January 2011 to July 2012***

A member of the MaFAAS Secretariat, Mr. Paul Fatch, presented a report on MaFAAS activities implemented from January 2011 to July 2012. Key activities implemented during the reporting period were convening of Steering Committee meetings, national stakeholder workshop, development of strategic plan and hosting of AFAAS consultant who conducted an institutional assessment. Details are in Annex One, Section 4.1.2.

## **3.2 Session Two : Institutionalization of MaFAAS**

### ***3.2.1 MaFAAS Strategic Plan***

The Strategic Plan of MaFAAS was presented by Mr. Mavuto Kapyepye from Mlambe Consulting Firm. (Details are in Annex One, Section 4.1.3). He presented the strategic objectives and key activities under the strategic objectives. The activities are in line with strategic issues namely: establishment of institutional structures; resource mobilization; standardisation, quality assurance and capacity building; networking, coordination, research and knowledge management Advocacy, lobbying and crosscutting issues; and publicity and communication

### ***3.2.2 AFAAS Virtual Platform***

The presentation / training on AFAAS Virtual Platform was facilitated by Ms. Sanyu Naluwoza, representing AFAAS (Details are in Annex One, Section 4.1.4). During the presentation, demonstrations on how to register on the platform and posting of questions were made where participants posted their extension questions and received responses from experts. One issue noted was on quality assurance considering that some can provide junk or poor quality responses. Users of the platform are advised to verify the information and information sources before using the information.

### **3.3 Session Three : Ensuring Quality in Agricultural Messages**

#### ***3.3.1 Towards Standards and Quality Assurance in Agricultural Messages***

The presentation was made by Mr. Rex Chapota from Farm Radio Malawi (Details are in Annex One, Section 4.1.5). He identified key elements for improving quality of messages namely : scientific evidence; access; accountability; relevance; timeliness; appropriateness; Research-Extension-Farmer linkages; correctness; complexity of message; measurability of impact; capacity building; intra coordination within the Ministry; inter coordination among stakeholders; and policy direction. Participants recommended that gaps noted in the presentation with regard to message quality assurance should be taken as research topics for Bunda College of Agriculture.

#### ***3.3.2 New Agriculture Technologies Released in 2011***

The presentation was made by Mr. Frank Tchuwa from the Department of Agricultural Research Services (Details are in Annex One, Section 4.1.6). Following the presentation, participants asked several questions. On the issue of the source of local names for the released varieties, the presenter responded that the names were given by farmers. There is going to be a Variety Release Committee which will ensure that the varieties have local names. The committee will be meeting before Agricultural Technology Clearing Committee (ATCC) clears and releases the technologies. On the non availability of planting materials/seed for newly released varieties, the presenter responded that seed is being multiplied at research stations. Seed companies have expressed interest in multiplying legume seed. For other crops like cowpeas, smallholder farmers will be involved because seed companies are not interested. Other organizations use local vine multipliers. But there is high demand for seed for several crops such as pigeon peas. The country has not provided adequate supply of legume seed for Farm Input Subsidy Program (FISP). Participants raised a concern on middlemen in seed market who reduce benefits to seed growers.

Participants inquired on the role played by extension in development of the technologies. The presenter responded that extension workers were involved during on farm trials. On the issue of palatability of upland rice varieties, the presenter stated that breeders conducted palatability tests as a part of the required information for variety release, but these varieties are not as tasty as Kilombero rice variety. On the availability of information on newly released technologies, the

presenter stated that there is a catalogue of technologies from 2004 to date. Soft copies are also available.

Participants raised a concern that there are some foreign varieties of crops such as cotton which are being cultivated without undergoing the technology release process of Malawi. It was noted that the law states that such practices are punishable, but corrective mechanisms are not available. Participants inquired as to whether there are technologies originated from farming communities which have been released as recommended technologies. The presenter informed the participants that some technologies, such as some Bambara varieties, were from farmers. But the technologies belong to the scientists who develop scientific evidence for the technologies.

### **3.4 Session Four : Incentives for Farmers and Lead Farmers**

#### ***3.4.1 Pros and Cons for Farmers and Lead Farmers Involved in Extension***

The presentation was done by Mr. Rex Chapota on behalf of Dr. Catherine Mthinda from Bunda College of Agriculture (Details are in Annex One, Section 4.1.7). Participants recommended that the forum should harmonize the incentives for Lead Farmers, the concept of a Lead Farmer, package for training of a Lead Farmer, ownership of Lead Farmers – who do they belong to, accreditation of Lead Farmers, how other volunteers such as Adzukulu (village youth volunteers) are handled, and ensuring that communities are able to pay incentives. Participants also noted that most organizations at district level have officers who do not have decision making powers on the incentives issues. The participants resolved that there should be space on the AFAAS virtual platform where experiences on Lead Farmer approach can be shared.

### **3.5 Session Five: MaFAAS and District Agriculture Extension Services System (DAESS)**

#### ***3.5.1 Synergy Between DAESS and MaFAAS***

The presentation was done by Mr. Henry Msatilomo from the Department of Agricultural Extension Services (Details are in Annex One, Section 4.1.8). Participants agreed that activities of MAFAAS should be added to the District Agricultural Extension Coordination Committee

(DAECC) activities. There is also need to link with other sectors such as education where we can influence the curriculum with key issues in agriculture.

### ***3.5.2 DAESS in Ntcheu District***

The presentation was done by Mrs. Ester Mweso, DAECC Chairperson for Ntcheu District (Details are in Annex One, Section 4.1.10). She informed participants that among other achievements, Ntcheu DAECC compiled an inventory of service providers in Ntcheu district; hosted an ADD field day and facilitated district irrigation and manure campaign launch; and conducted a review meeting and formulated a 2012-2013 DAECC work plan. Challenges faced include failure to understand the DAESS system by some stakeholders at all levels which leads to lack of commitment by stakeholders; and inadequacy of funds for the structures especially stationery, fuel and allowances.

### ***3.5.3. Dedza District Stakeholder Panel (DSP)***

The presentation was done by Mrs. Mary Kamtadza, a farmer who is the Chairperson of Dedza DSP. The DAESS Structures were established in 2002. First was Village Agriculture Committee (VAC), then Group Agriculture Committees (GAC), and Area Stakeholder Panel. Each T/A has an Area Stakeholder Panel (ASP). VAC and GAC are linked to Agricultural Extension Development Officers (AEDOs) while ASP is linked to the Agricultural Extension Development Coordinator (AEDC). There is DAECC but District Agriculture Committee (DAC) is not functional. There is also the DSP. Mrs. Kamtadza was a Chairperson of Kachere ASP. She was elected to be Dedza DSP Chairperson. Dedza DSP has 50% representation by smallholder farmers. Tasks include discussion on agricultural development activities such as submission of farmer demands and making sure the demands reach the service providers. DSP assists in developing proposals for agriculture. The DSP meets quarterly. All committees were trained. Irrigation, Rural Livelihoods and Agriculture Development Project (IRLADP) was the major financier of the trainings. The DSP linked microfinance companies, and produce buyers. Challenges include transport from homes to district. Some of the NGOs and agrodealers do not attend meetings. The vision is to ensure that there is equalization of agricultural development in the whole of Dedza district.

### **3.6 Session Six: Establishment of Thematic Teams and Formulation of Terms of Reference**

Three thematic teams were established and conducted break away sessions where Terms of Reference for each thematic team were formulated. The teams also made resolutions on key issues that were raised during the workshop. The thematic teams are:

- Standardization, Quality Assurance, and Capacity Building
- Networking, Coordination, Research, and Knowledge Management
- Advocacy, Lobbying, and Crosscutting Issues

The Steering Committee also conducted a break away session where Terms of Reference /implementation mechanisms were formulated. Reports of the break away session are in Annex One, Sections 4.1.11 to 4.1.14.

### **3.7 Session Seven : General Assembly**

#### ***3.7.1 MaFAAS Constitution***

The constitution of MaFAAS was presented by Mr. Henry Msatilomo from Department of Agricultural Extension Services (see section 4.1.15). The following amendments were made on the constitution:

- Change the arrangement for disposal of assets after dissolution – assets should go to the line Ministry
- The General Assembly should not do disciplinary action but rather have a disciplinary committee
- Objectives are narrow
- The word “consecutive” in the terms for office bearers should be clarified

#### ***3.7.2 Elections of Executive Committee Members***

The following Executive Committee members were elected:

- Chairperson – Dr. Charles Masangano
- Vice Chairperson – Mr. Rex Chapota
- Secretary General – Mr. Paul Fatch
- Treasurer – Mrs. Elles Kwanjana



- Committee Members - Dr. Catherine Mthinda, Mr. Esau Mwendu Phiri and Mr. William Kawenda

### ***3.7.3 Adoption of Constitution and Strategic Plan***

Participants adopted the MAFAAS Constitution and Strategic Plan.

### ***3.7.4 Scheduling Next Workshop and General Assembly***

Participants agreed that the next workshop and General Assembly should be held on 24<sup>th</sup> and 25<sup>th</sup> October 2012 at Malawi Institute of Management in Lilongwe.

## **3.8 Session Eight : Closing**

### ***3.8.1 Remarks by MaFAAS Executive Committee Chairperson***

The Treasurer of MaFAAS, Mrs. Kwanjana, made remarks on behalf of the Chairperson. She thanked participants for electing the Executive Committee. She stated that the responsibility to make MaFAAS successful is for all. On behalf of the Executive Committee, she pledged commitment and assured of good performance of all elected members. Mrs Kwanjana stated that the workshop showed that there is direction in terms of MaFAAS activities implementation. She thanked participants for their attendance and requested similar participation in subsequent MaFAAS activities.

### ***3.8.2 Remarks by AFAAS Representative***

The AFAAS representative, Dr. Dan Kisauzi, reminded participants that MaFAAS is one of the leading fora within AFAAS. He congratulated the new Executive Committee for their being elected. Dr. Kisauzi informed that his take home message was that MaFAAS has established a strong foundation for governance; there is a high level of commitment by stakeholders to the MaFAAS, legitimized by presence of the Minister and key officials of the Ministry, and key stakeholders; MaFAAS is in a strong position to provide leadership in several areas such as farmer led extension, an area that needs innovation; and MaFAAS will provide leadership in standards and quality assurance. He advised that there should be a continuance of discussions in the virtual platform. The AFAAS representative stated that AFAAS will continue to provide

catalytic support in institutional areas and implementation of activities. He wished all participants a safe travel.

### ***3.8.3 Closing Remarks by Director of Department of Agricultural Extension Services***

The Director of Agricultural Extension Services, Ms. Stella Kankwamba, congratulated the newly elected Executive Committee. She thanked participants for their commitment during the workshop and General Assembly. She thanked Dr. Kisauzi and Ms. Naluwooza for the technical guidance from AFAAS. She reaffirmed the Ministry of Agriculture and Food Security's continued support for MaFAAS. Lastly, the Director wished all participants safe travel and advised the participants to share proceedings with other stakeholders.

## **4.0 ANNEXES**

### **4.1 ANNEX ONE : PRESENTATIONS MADE DURING THE WORKSHOP AND GENERAL ASSEMBLY**

This section contains presentations made during the workshop and General Assembly. Note that the Key Note Address by Dr. Khalila and Mzimba South DAESS Presentation by Mr. Tchongwe were not presented, but were submitted for reporting purposes.

#### **4.1.1 KEY NOTE ADDRESS : RE-THINKING AGRICULTURAL EXTENSION IN MALAWI**

**BY DR. STANLEY KHAILA, SENIOR LECTURER IN EXTENSION AND RURAL SOCIOLOGY, BUNDA COLLEGE OF AGRICULTURE, LILONGWE UNIVERSITY OF AGRICULTURE AND NATURAL RESOURCES**

##### **INTRODUCTION**

Eicher and Staatz (1984) noted that the role of agriculture in a country's development is to provide labour, capital, foreign exchange, and food to a growing industrial sector, and a market for domestically produced industrial goods. For instance, increased productivity in agriculture will lead to surplus. Agricultural surplus is supposed to stimulate non-farm employment due to its effects on the expansion of agriculturally related industries which results from investments of the surpluses.

Agriculture is a vital development tool in achieving the Millennium Development Goals (MDGs) because it stands out as one of strong option for spurring growth, overcoming poverty, and enhancing food security (World Bank, 2008). Agriculture continues to be the main source of economic growth in Malawi. The industrial sector remains basic and constrained by high real interest rates restricting investment, high transport and power costs (Government of Malawi, 2006). All evidence points to the fact that agriculture is the single most important sector of the Malawi economy, contributing about 37 per cent to GDP, employing about 80 per cent of the workforce, and contributing to over 90 per cent of foreign exchange. Kumwenda (2010) notes that 'official statistics on the contribution of agriculture to GDP are usually undervalued because they are based on information about harvest and sale of raw materials, mainly crops and livestock. This does not take into account the contribution resulting from the backward and forward linkages with agro-industry, the services and trade sectors and the rest of the economy. However, regardless of what approach is used in measuring agriculture contribution to the GDP, agriculture has remained the largest sector in the economy since independence.

In terms of constraints to agriculture development, one can look at a number of factors. These factors have included the slow growth of smallholder produced exports; the narrowness of the export base; Malawi's heavy dependence on fuel wood for energy; increasing budget deficits; and the double bifurcation of the structure in the agriculture sector where there was a large scale estate sub-sector and the smallholder sub-sector which was differentiated within it. Christiansen

and Southworth (1988) identified six non-price factors that needed to be addressed to improve smallholder performance in Malawi: 1) a shortage of arable land, 2) a lack of credit with which to purchase inputs, 3) inappropriate technical packages, 4) timely and reliable supplies of inputs, 5) guaranteed markets for output, and 6) weaknesses in the transport infrastructure. The constraints coupled with declining soil fertility, low level of irrigation development, low uptake of improved farm inputs, and poor varietal selection and agricultural practices have led to low and stagnant yields. Recently there have been some improvements in production in the smallholder sub-sector but productivity is still at about 40% of the potential. Hence, there is a great need for improved extension approaches in order to increase productivity.

## **EVOLUTION OF EXTENSION POLICY IN MALAWI**

The genesis of agricultural extension may be traced back to 1903 when the colonial Government through the British Cotton Growers Association distributed free cottonseed to smallholder farmers and dispatched instructors known as traveling agents to teach cultural practices associated with cotton production (Masangano and Mthinda, 2011). In 1907 the Department of Agriculture (DA) was established in response to demands from estate farmers demanding quality services in order to increase crop and livestock production. In an attempt to encourage farmers to follow modern agricultural practices the government enacted a natural resources ordinance that legalized the use of force in compelling the Africans to follow certain prescribed farming practices such as early land preparation and planting, correct spacing, and uprooting of old stalks by certain dates after harvesting. Violators of these measures were either fined or made to serve short-term prison sentences. During the colonial rule extension workers saw their role as that of enforcing agricultural regulations rather than advising farmers. This created great animosity between the extension workers and the African farmers, to the extent that farmers would run away from their villages whenever they spotted the extension workers. Others tried to buy favors from the extension workers by giving them gifts, such as chickens and eggs.

Regarding the Block Extension System, studies show that the extension workers worked in most cases with fewer than 30 farmers, and the farmers who attended such extension activities were mostly larger and resource-rich farmers, while the resource-poor were left unattended to. According to Masangano and Mthinda (2011) one major problem associated with this system was that to reach the required extension-to-farmer ratio required recruitment of many extension staff, and the system became too expensive to sustain. The Malawi government could not sustain the extension system on its own. Actually, the system worked only when it received heavy financial support from the World Bank, the originator and promoter of the training and visit system. Another problem with the system was its rigidity, in that it required fortnightly visitation schedules and fortnightly training sessions, as well as monthly research and extension workshops. These were in most cases not workable due to various unplanned activities such as funerals and other social events. A third major problem was that the system used top-down approaches that were heavily criticized by proponents of participatory and bottom-up approaches. Another problem with the block extension system was the difficulty in designing extension messages for a mixed group with different interests. Tobacco farmers were mixed with farmers growing other crops.

In response to these challenges, the Malawi government decided to change its agricultural extension policy in 2000. A policy that intended to promote the provision of decentralized,

demand-driven services and to encourage the participation of many service providers in agricultural extension was introduced. This is the policy popularly referred to as pluralistic policy. The main aim for introducing the policy was to ensure that farmers demand and have access to high-quality extension services.

Masangano and Mthinda (2011) identified many advantages of this policy and these advantages include:

- Ensuring that decision making takes place close to the farmer's level and thereby increases the chances for farmers to participate both in the decision making process and in accessing the services.
- Farmers receive services that they have demanded, thereby increasing the chances that services that are relevant in the farmers' perspective will be provided.
- Farmers are not only beneficiaries but clients and must therefore be more in control.
- Helping to diversify the sources of financing and other resources such as staff.

The Department of Agricultural Extension Services (DAES) is charged with the responsibility of implementing the pluralistic and demand-driven extension policy through the District Agricultural Extension Services System (DAESS). Guidelines for implementing the system were published and distributed to all extension staff. The DAESS translates the extension policy into practice using two main structures: the stakeholder panels at the district and area levels and the District Agricultural Extension Coordinating Committee (DAECC). The stakeholder panel represents all actors in the agricultural sector, which include farmers, farmer organizations, and NGOs. These panels are supposed to be facilitated by the DADO and agricultural extension development coordinator (AEDC) at the district and area levels, respectively. The district agricultural extension system rests on four pillars (Malawi, MoAFS 2005):

- Organization of farmer demand
- Facilitation of service provider response
- Coordination and agricultural strategy development
- Funding acquisition

Yudelman has isolated three basic conditions for the success of extension services and these are: First, producers must know how to increase their output; second, they must have access to the means of increasing their output; and third, they must have the incentive to make the effort and accept the risk associated with increasing their output (Yudelman 1976, p. 374). These three conditions are just as applicable today as in 1976 and should be given full and careful consideration in determining ways of improving extension systems to improve rural livelihoods.

### **ELITIST BIASES IN AGRICULTURAL POLICY**

Over the years, efforts to increase agricultural production have vacillated between the smallholder and the large scale estate farmers. However, the general trend has been elitist in practice; favouring large scale estate farmers over the smallholder farmers. For instance, during the colonial period there was a bias against peasant farmers, even when it was clear that settler farmers were unreliable. The legislations governing the production and marketing of economic crops, both cash and food crops for the domestic as well as the international market were not conducive to the smallholder farmers. These regulations included registration of growers; the determination and control of producer prices; registration and licensing of intermediate buyers

(middlemen), exporters, and trading premises; and the establishment of commodity boards with exclusive or primary responsibilities for various crop production and marketing processes including the supply of inputs to farmers, and collection, transportation, storage, processing, and resale of the commodity (Ng'ong'ola, 1986). Thus, ceilings were imposed on producer prices of African-grown crops; crop trading was restricted; monopoly marketing boards were established for African-grown crops; and peasant growers were prohibited from growing certain crops e.g. burley tobacco and required to register to grow other crops, e.g. dark-fired tobacco.

Furthermore, Africans were prohibited from establishing estates. These regulations, apart from the fact that they were means for organizing the peasants for easy exploitation, also stimulated and promoted differentiation of the peasantry into a yeoman cash crop-producing group and subsistence peasants. All government expenditure on agriculture, which amounted only to 2.7% of the total government budget in 1945 and 8.7% in 1960, went to benefit the small group of yeomen. Even then, the agricultural productivity resulting from this investment did not all accrue to the yeoman farmer. A large portion of it was retained by the boards and was drawn in salaries by the all European managers of the boards.

Due to lack of faith in the smallholder farmer as an engine of development, the colonial administration introduced the master farmer system in the 1950 in an attempt to introduce a more educative and persuasive extension approach. This involved the selection and concentration of resources on a group of farmers who were considered to be progressive. The master farmers were provided access to loans and given permission to grow some of the crops which were a preserve for the settler farmers such as tobacco, coffee, and tea. Chanock notes that the master farmers received more friendly visits from extension agents and were given printed materials to supplement extension agents' visits (Chanock, 1972). The persuasive approach accorded to the master farmers notwithstanding, the rest of the African farmers suffered from an extension system whose primary role continued to be that of enforcing agricultural regulations up until independence in 1964.

It was during the independence period that agricultural policy took on a populist philosophy. In 1961, three years prior to independence, the Malawi Congress Party, with Dr H. Kamuzu Banda as Chairman, won majority seats in the Nyasaland parliament. In August 1961, Dr. Banda became the first African Minister for Natural Resources and Local Government. In his capacity as Minister of Natural Resources, Dr. Banda introduced the Africans on the Private Estates Ordinance and abolished the evil, cruel, and pernicious system of *thangata*. He also abolished the Land Use and Protection Ordinance thereby doing away with *malimidwe* (proper farming) whose coercive clauses (e.g. permission of the use of force for soil conservation works) allowed government agricultural officers to assault, apprehend, and jail innocent smallholders for not following soil conservation regulations (Short, 1974:154).

Malawi gained self-government status from Britain in 1963 and in February Dr. Banda officially became the first Prime Minister of Nyasaland (Crosby, 1980:13-14). It was during the three year period prior to independence that Nyasaland's agricultural philosophy clearly reflected a populist philosophy, as contained in the 1962-65 Development Plan:

*...Government cannot begin to be complacent about the growth of production in agriculture. Production in agriculture must increase at a phenomenal rate, so that*

*reliance on it as a source of income has meaningful content not only for the few, but also the masses. It will do so only if there is a sustained and effective campaign to encourage and assist the masses to take up cash crop farming. This is what government sets to do in the present plan. (Nyasaland Government, 1962:46).*

In the early days after independence, the main extension approach used was individual extension supported by mass media approaches such as radio programs, puppet shows, and farmers' magazines. Alongside these extension efforts was the promotion of the progressive farmer system, whereby farmers who were deemed to be progressive were accorded the prestigious title of *mchikumbwe*. Just like the master farmers of the colonial period, these progressive farmers were given preferential support by extension (Masangano and Mthinda). The individual approach had the major weakness of low coverage and its emphasis on cash and export-oriented crops. In the colonial era, the depression effects on smallholder production prompted the colonial rulers to lose faith in the smallholders. Similarly, in the post-independence period, after the very poor crop seasons of 1967 and 1968, and the realization that the meagre resources of the Government were being stretched out too thinly, and having very little impact, the populist policy was reversed to the "progressive farmer" policy. Agricultural development spending increased and international donors, notably the World Bank, became involved in "integrated rural development projects" (IRDP). This marked the birth of what, in the Ministry of Agriculture, was commonly known as the "Major Projects" concept.

In 1978, almost 10 years after the inception of the "Major Projects" concept, it became apparent that the gap between the rich and the poor was widening. Further, Malawi's resources and stage of development did not permit the implementation, on a national scale, of the integrated and high capital intensive rural development projects such as the ones envisaged in the "Major Projects" concept.

Group extension approaches were therefore introduced, with a major emphasis on food crop production. This policy shift started with a number of initiatives, including the introduction of the Malawi Young Pioneer Training Bases, the introduction of smallholder crop authorities, the establishment of the National Rural Development Programme, and the introduction of the block extension system (BES).

These initiatives had mixed results but generally failed to improve production among the smallholders. According to Kydd and Hewitt (1986b), donor and independent sources agreed that in Malawi's first ten years', 1968-1978, experience with IRDPs, they had a negligible production impact in relation to their cost. There were no discernible differences between comparable IRDP and non-IRDP areas.

In 1978, the government of Malawi with encouragement from the World Bank conceived a new strategy for smallholder development. A multi-donor program known as the "National Rural Development Programme" (NRDP), was launched (Kydd and Hewitt, 1986a). Its objective was to extend the coverage of the IRDPs to the rest of the country by undertaking projects which were smaller and less intensive than those of the 1960s. In the NRDP concept, the country was divided into eight Agricultural Development Divisions (ADDs), each with a headquarters. Each ADD would consist of five ecologically uniform Rural Development Projects (RDPs). A project

comprised a set of objectives to be achieved in one or more development areas e.g. increased crop or animal production in an ecologically uniform geographical area using a specific package of recommendations and a specific approach. In turn each RDP would have 180 Extension Planning Areas (EPAs). An EPA was expected to comprise no more than 20,000 households. The EPA was the implementation centre of the NRPD concept.

I am not aware of any evaluation of the performance of the IRDPs under the NRDP. However, the mid-term evaluation of the Salima ADD showed that the agricultural and income objectives of the project were not achieved. Over the project period, agricultural production declined, and living standard deteriorated, and the family income decreased (Fischer et al., 1988). The loss of faith in the smallholder farmers by the post-independence leaders is demonstrated more clearly by the land policies that were followed. In Nyasaland, during the colonial era, except for the Southern Region, large-scale land alienation did not occur. Hence, land shortages in the Central Region and, in particular, the Northern Region, were virtually unknown and hundreds of thousands of hectares of fertile land retained trust land status. At the attainment of Independence in 1964, the proportion of land under leasehold and/or freehold estates was minimal.

In the early days of Independence, leasehold tenure remained stable and, in fact, experienced a decline in 1967. This reflected the changes in philosophy and policy regarding agricultural development that accompanied the dawn of independence.<sup>2</sup> However, since 1967 a salient feature in the tenurial arrangements has been the steady decline in customary land and the substantial increases in the public and leasehold tenures. In the 25-year period, 1964-1989, customary land shrank by approximately 1,187,600 hectares or 14.5%. Approximately 534,900 hectares were lost to public land and the rest to leasehold tenure. The amount of land in the public sector peaked at 1,681,300 hectares by 1976 but declined thereafter and stabilized at 1,641,600 hectares in 1985. However, following the policy changes of the late 1960s, discussed earlier, rapid increases in the leasehold tenure begun to emerge. In terms of numbers and land area, until 1970 there were only 229 registered leasehold estates operating 79,000 hectares. But between 1970 and 1979, a total of 876 new estates had been registered, operating a total of 176,800 hectares. By 1989, a total of 14,355 leasehold estates had been registered taking up 759,400 hectares or approximately 8% of the total land area.

According to Mkandawire et al. (1990), during the 1980s the vast majority of newly established estates were relatively small in size. Over the period 1987-89, approximately 40% of the added leasehold area was accounted for by smallholder farmers registering their customary land. These became what they call "graduated smallholders" or, if bigger, "small entrepreneurial estates". Until 1970, the mean size of the registered estates was 345 ha.; by 1980 the mean size had dropped to 80 ha., and in 1989 it was only 26 ha. per estate. Mkandawire et. al (1990) suggested that the distinction into "smallholder" and "estate" sub-sectors in Malawi's agricultural sector is 2. Government was eager to demonstrate to the populace that significant changes were being made to redress the imbalances that were created in the colonial era. In the Southern Region, where population pressures were greatest, leasehold land was appropriated and redistributed for the resettlement of landless families. Some Europeans spontaneously abandoned land and left the country for fear that the nationalist Government would nationalize all private property under a socialist economy, a trend that was common in newly independent states in Africa breaking down. It was believed that current changes in development policy, implemented under conditions



of the World Bank's "Structural Adjustment Lending" (also known as "Structural Adjustment Loans") program (SAL), would further help the breakdown of the double bifurcation in the agricultural sector.

Of the total of 14,532 estates, only 232 fell (1.6%) into the  $0 < 10$  ha. category; totalling 1,670 ha., and averaging about 7 ha. per estate. This represented 0.2% of the total land area under estate agriculture. In fact, from Mkandawire et. al (1990) data, 6,650, or approximately 46%, of the estates occupied a mere 11.8% of the leasehold estate land, while a handful of people owning a mere 0.4% (or 60) of the 14,532 estates claimed 207,250 ha., approximately 25% of the total leasehold estate land with a mean holding size of 3,454 ha. Compared to the smallholder subsector, in 1984/85 it was estimated that there were 1,300,000 smallholders, cultivating a total of 1,488,000 ha., and averaging 1.14 ha. Eighty-six percent of these smallholders had holdings less than two hectares. Over 55% had holdings of 1 ha. or less (Malawi Government, 1989a:22). Such smallholders did not have enough land and relied on wage employment for income and on the market for food. This situation has been described as dualism-within-dualism (Lele, 1990:4). Because of this double bifurcation, even within the smallholder sub-sector, a large number of farmers are systematically excluded from extension and credit facilities.

The bias against the smallholder farmer in the post-independence era is even more evident in the production and marketing practices. The control of smallholder produce markets and prices was started in the colonial period through the establishment of "produce boards". According to Kettlewell (1965), during the colonial era emphasis was on cash crops and especially European grown crops. Only in 1926, was the Native Tobacco Board (NTB) established to organize and encourage production and orderly marketing of dark-fired tobacco. In 1951, a "Cotton Board" was set up, and, in the following year, a Produce (i.e. maize, peanuts, and beans) Board was established. In 1956, all the boards were amalgamated into the Agricultural Production and Marketing Board (APMB). At independence, the APMB was reorganized and became the Farmers Marketing Board (FMB).

In 1971, following the 1968/69 crop failure and the subsequent change in agricultural policy, FMB was reorganized once again to become the present Agricultural Development and Marketing Corporation (ADMARC). As the name implies, ADMARC's responsibilities still involved marketing of smallholder crops but it also played a major role as an investment company primarily to stimulate agricultural development. ADMARC's marketing practices made smallholder farming less profitable. ADMARC paid below market prices for smallholder grown foodstuffs and the surplus was transferred in the form of food subsidies to the estate subsector which bought most of its food requirements. ADMARC also paid below market prices for smallholder export crops. Kydd and Christiansen (1982) argued that to acquire the financial resources needed for the development of the estate sub-sector, it was necessary to impose a heavy tax on the smallholder sub-sector through ADMARC, the state owned corporation which, until recently, exercised exclusive monopoly rights to purchase crops from the smallholder subsector.

The ratio of prices received by the smallholder growers to those received by the government marketing agencies at auction floors averaged 0.36 in the post-independence era, 1964-1985. This ratio was 0.50 during the federal period, 1953-1963. Thus, prices received by smallholders

were 14 points higher in the colonial era than they were in the post-independence time. It may be argued that the differential in prices can be justified if marketing costs incurred by the marketing agencies were considered. However, the most significant reason for the differential in prices between the smallholder and the auction floor was the government's policy of taxing smallholders by paying low producer prices (Lele and Agarwal, 1989:16).

According to Kydd and Christiansen (1982), ADMARC made substantial profits from its crop marketing activities by purchasing smallholder produce at prices below the international ones received at the auction floors. The surpluses were: 1) directly invested in the estate sub-sector, and 2) indirectly channelled into the estate through control of the commercial banks that lent to the estate sub-sector. Between 1970 and 1979 ADMARC extracted K181.9 million, K26 million of which was used to subsidise food for the estate and urban employers. ADMARC also invested K54.1 million in estate agriculture of which 66% represented direct investment in estate production. Gulhati (1989:21) noted that by 1981, ADMARC owned 12,350 hectares of land in tobacco estates and had lent approximately K50.0 million to Press Holding; a corporation that owned the two giant burley and flue-cured tobacco farming firms: General Farming and Press Farming Companies Ltd. ADMARC's taxation of peasant farmers ended with the second SAL even though smallholder farmers still had to sell their cotton and tobacco through ADMARC. By the late 1980s ADMARC paid export parity prices for smallholder grown tobacco.

### **POLICY LESSONS FROM THE PAST**

One of the key premises in the pluralistic demand-driven extension policy is decentralization in the agricultural sector. Kaarhus and Nyirenda (2006) identified key shortcomings of the pluralistic extension as follows:

- Though funds for various operational expenses within the agricultural sector are transferred from the central Treasury to the District Assembly's (DA) bank account, there is a discrepancy between budget and funding, and a general lack of certainty with regard to transfers from the central level;
- The higher level institutions have tended to maintain their structures and staffing to the extent that DA positions are managed by lower-level, often poorly trained staff;
- There is general resistance for staff at higher levels to move to DAs;
- The ADDs have ended up as "co-opted" regional branches of the central Ministry, with their functions limited to planning, monitoring and backstopping the DAs;
- The lower level structures, regardless of their own capacity constraints, still think they can operate more effectively without the ADDs;
- With an unclear rationale, the ADDs have upgraded their staff positions;
- Infrastructure in the districts is not conducive to the successful implementation of the decentralisation process, mainly due to lack of facilities and the availability of outdated equipment;
- Staff at DA level are at times put in a position of "wearing two hats", for example in cases where central offices use DA-level staff to carry out functions, for which "headquarters" have maintained responsibilities;
- Both within the agricultural sectors and in other sectors, resources have not been decentralised in a well-organised manner, to the extent that responsibilities for maintenance have been given over without ownership of assets.

These findings are generally in agreement with the findings reported by Masangano and Mthinda. In a desk study they investigated issue of coordination. They found that 30.6 percent of the organizations coordinated only with the government alone in their extension approach and message development (Masangano and Mthinda, 2011). Thirty-one of the organizations coordinate with the DADO, mainly in terms of sharing information. The experience of 13 organizations was that this office is supportive but lacks the resources to provide effective coordination as the team leader. Yet we know that in the decentralized system in Malawi, district assemblies are the gatekeepers of development activities. About 22 percent coordinated with other NGOs and the government. Others coordinated with NGOs only and some research institutions. In general, few organizations are coordinating with each other, which confirms the need to strengthen linkages and partnerships. The study further revealed that, in a majority (65.6%) of the organizations, the operational level that has primary authority for administrative (finance) and personnel matters is at the national level of the organizations. Similarly, 58.6 percent of the NGOs said the national/head office had primary responsibility for program planning and extension priority setting, with a few mentioning branch offices. This is despite the fact that more than 75 percent of the organizations appreciated the importance of the role played by farmers in helping to set extension activities and encouraging farmer-to-farmer extension activities. Furthermore, 53.6 percent appreciated the role farmers play in influencing policy as important.

Masangano and Mthinda further reported that only 30 percent of DAES funding comes from donors, which means extension provision can be sustained without donor funding. In contrast, the majority of civil society organizations were fully funded by donors, while a few were partly funded by other sources. This indicates that extension provision by NGOs in Malawi is sustained by donors, which raises concerns over its sustainability should donors suspend funding. What comes out clearly is that most of the organizations operate in a top-down mode, contrary to the objectives of community empowerment and a focus on participatory extension approaches. In such a mode, it is unlikely that the demands from smallholder farmers are being met. It means that organizations should strengthen the role that farmers play in their organizations. Issues of community empowerment should be emphasized in order to make the agricultural extension system more demand-driven. As stated above, farmers should be more organized.

In a discussion paper on Extension and Rural Development Alex et al. (2004) highlight the major issues that arose in the discussion of pluralistic extension systems as including coordinating the system, ensuring adequate coverage of rural populations, assuring quality, and building capacity of service providers. They note the following weaknesses:

- **Coordination:** In most cases there has been little effort to coordinate different types of service providers, although most participants felt that some coordination would be desirable. Given the large number of independent and often small organizations involved, transaction costs of coordination can be high. Similarly, few countries have national extension policies to which most actors in the pluralistic system subscribe. For example in some countries, NGOs undermine development of private markets for advisory services by providing free services.
- **Coverage and capturing benefits:** Each type of organization has its own niche and weaknesses. The private sector is focused on the commercial end of the market, unless services are publicly funded. Where advice is provided on a for-profit basis without

public subsidy, there is a risk of bias and perverse incentives, especially for advice linked to input sales.

- **Quality:** There are currently few quality controls for service providers. In most countries, practically anybody can enter the extension market. Even where private providers are contracted to deliver public extension, there is often little follow-up monitoring and evaluation. Some system of quality assurance for the advisory services would be desirable, but no good examples of such a system were presented at the workshop.
- **Capacity building:** Service providers in a pluralistic system are not all equally capable of undertaking all functions related to extension such as diagnosing constraints, and prioritizing and formulating demands for information and services. To ensure sustainability of pluralistic extension systems, building capacity is essential.
- **Financial Resources:** Despite frequent calls for privatization of extension services, there is agreement that public financing is still critical. There is scope to tap additional funding sources, however, especially through community development funds, user fees, and cost sharing. Where public funds are employed, they may be allocated more efficiently and effectively through mechanisms such as competitive funding or contracting to private service providers. Case studies provided examples of these new funding mechanisms, especially in Kenya, Venezuela, China, and Uganda. This is in agreement with the findings of Masangano and Mthinda in their case study of Malawi's pluralistic extension services.

## WAY FORWARD

The agricultural sector in Malawi will remain double bifurcated. The estate sub-sector is going to continue to be bifurcated into small estates or what we have referred to as graduated smallholders or small entrepreneurial estates and large estates. Each type will play an important role in areas where it has greatest potential. The smallholder sub-sector will also remain bifurcated into the rich smallholders or rich peasants (or *kulaks*) who later may become capitalist farmers, accumulating sufficiently to invest in production through the purchase of superior means of production and/or labour power. The middle peasants are those who are more or less self-sufficient household producers. They use mainly their own labour, are little involved in selling their labour power, and have sufficient resources to provide for their own livelihood requirements. These will also remain and will maintain their specific relations with other strata of the peasantry and with other forms of agricultural production. Then there shall be the poor peasants who are those that own too little land to reproduce themselves and are thus forced to sell their labour. In the formulation of agricultural policy, it is important to recognise these different categories of farmers. Each has its own characteristics and potential to contribute to the economy. There is no category that may be considered better than the other because each category is capable of contributing to the economy. What is important is to make appropriate investments for each category of farmers and agricultural enterprise. I can bet that if sufficient investment is made in cotton to the same level as has been made in tobacco along the cotton value chain, the contribution of cotton to Malawi's economy would be great.

It is important that we appreciate that for agricultural transformation to occur, farmers need new knowledge and extension services are essential in this respect. Furthermore, each category of farmers may require different extension approaches. Clearly there is no one approach that can be applied to all farmers and farming enterprises. Extension services must be designed with the type

of farmer as well as the enterprise in mind. This is one of the reasons why the participatory approach is deemed appropriate. Generally four approaches are used in the provision of extension and advisory services to farmers and these are 1) the technology transfer model; 2) the participatory extension approach; 3) the market oriented approach and 4) the nonformal education extension approach.

The first approach was the primary extension model introduced into most countries following independence. These extension systems were based on a linear concept of technology transfer, which was expected to serve as an effective link among research, extension, and farmers. This technology transfer approach was greatly reinforced during the Green Revolution when new crop varieties and accompanying production practices were formally introduced to all types of farmers as each country worked to achieve national food security.

The second is the participatory extension approach which attempts to introduce participatory methods into extension systems. The approaches help raise group consciousness and collective action to define, understand, and address local problems and to integrate rural areas into national systems and programs.

The third is the market-oriented extension service which has been used mostly where major export crops such as rubber, tobacco, coffee, cocoa, sugar cane, oil palm, bananas, oranges, and cotton are the target. Generally, a private-sector firm or a parastatal organization is responsible for operating these commodity-based advisory systems. These advisory systems are generally both effective and efficient because they generally serve specific agro-ecological areas where these export crops can be grown and the advisory personnel work solely with those contract farmers who are growing these particular crops. Because these advisory services are limited to just one commodity, training of both the advisory agents and farmers they serve is relatively simple and straightforward. In addition, the farmers themselves have an economic interest in following these recommended practices so they can sell their respective crops.

The last is the Farmer Field School (FFS) approach to organizing extension programs began in Indonesia over two decades ago as a means of educating farmers how to incorporate integrated pest management (IPM) practices into their farming systems, especially for rice production. This approach primarily uses nonformal education methods to teach farm leaders in each community how to reduce pesticide use, which in turn helps increase farm income.

Alex et al. (2004) suggests that the emerging agenda in extension provision requires that extension acknowledge the need for and legitimacy of new actors, mechanisms, and approaches to meet the knowledge and information needs of rural people. Specialization is essential to ensure quality service delivery. Partnerships and new links that build the base for efficiency and effectiveness in knowledge management are increasingly important. Fundamental to the new agenda is the tighter focus of publicly financed services on poverty reduction and environmental conservation, while encouraging other actors to provide private good services in response to market forces and client demands (Alex et al., 2004). Alex advises as follows:

- The proposed approaches to poverty-oriented extension programs must often start with social mapping to develop a good understanding of the nature of poverty and existing organizational, informational, and social networks. Poverty reduction initiatives, of

course, require both extension and non-extension interventions. In general, pro-poor extension priorities vary by characteristics of the agricultural target area.

- In general, shifting from production-focused extension to a livelihood approach requires policymakers to analyze signals and incentives sent to frontline extension staff, reflect on whether expediency has led to a concentration of resources on better-off areas, and analyze what actually occurs in decentralization, participation, and privatization. There appears to be a need for an extension system to be capable of serving the wider agenda based on a multi-tiered system of information access, training and education, service providers, research, backstopping, and quality control systems.

The Alex et al. further suggests the following as matters for serious consideration:

**Promoting pro-poor impact:** The private sector will respond to profit motives and leave behind the poor and critical public interest services. However, the public sector alone cannot finance, let alone deliver, extension services to meet the emerging agenda. Ratios of farmers to public extension agents often exceed 1,500 to 1 and experience in many countries indicates that public sector extension is not able to operate effectively at the village level in remote areas. Further research is needed to find ways to maximize the impact on the poor of public sector resources that are invested in extension.

**Use of subsidies:** There is a need for continued public funding of extension services and targeting these to public goods issues in the new agenda. However, such subsidies are generally controversial and often inherently unsustainable. While subsidies might be warranted and are often used for environmental conservation and poverty reduction objectives, they frequently come with negative effects on financial sustainability.

**Training in the new agenda:** There is a need to broaden the role of the frontline extensionist—traditionally focused on agricultural technology transfer—and move toward the role of an advisor identifying farmer demands, facilitating access to specialists and/or other resources, and generally acting as a knowledge broker. Training (or retraining) existing extensionists is a major challenge in the implementation of the new agenda for extension services, both because of the broader agenda and the increased sophistication of knowledge needed for agricultural systems. Training and education alone, however, are not sufficient. Institutional restructuring must provide a home for this new extensionist in local government, producer organizations, or elsewhere.

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#### **4.1.2 REPORT ON THE MALAWI FORUM FOR AGRICULTURAL ADVISORY SERVICES (MaFAAS) / NATIONAL STAKEHOLDER PANEL (NSP) ACTIVITIES FROM JANUARY 2011 TO JULY 2012**

**BY MR. PAUL FATCH, PRINCIPAL AGRICULTURE TRAINING OFFICER, DEPARTMENT OF AGRICULTURAL EXTENSION SERVICES**

##### **BACKGROUND**

The Malawi Forum for Agricultural Advisory Services” (MaFAAS) is an affiliate of the African Forum for Agricultural Advisory Services (AFAAS). The forum is currently using the name “National Stakeholder Panel” (NSP) due to the fact that the name “Malawi” is protected under the laws of Malawi hence requires approval from the government. The Malawi Chapter of the AFAAS aims to ensure professionalization, standardization and equalization in the provision of agricultural extension and advisory services. The forum is composed of public and private sector service providers of agricultural extension and advisory services, civil society organizations (Non Governmental Organizations), agricultural training institutions (universities and colleges) and affiliate members from regional and districts agricultural advisory services. The MaFAAS/NSP is in line with priorities of the agriculture sector in Malawi which is guided by the Agricultural Sector Wide Approach (ASWAp). ASWAp promotes coordinated implementation of programs in the agriculture sector. This entails closer collaboration among stakeholders in the sector. The current agricultural extension policy also promotes pluralism in extension service provision.

The MaFAAS/NSP for the agriculture sector provides an opportune platform for achieving closer linkage among the stakeholders. However, the MaFAAS/NSP was not active prior to 2010. As a result, coordination of stakeholders was on ad hoc basis, often bilateral rather than multilateral. It is against this background that the MaFAAS/NSP Steering Committee and the Department of Agricultural Extension Services, envisaged to strengthen the MaFAAS/NSP. This report outlines activities that have been implemented by the MaFAAS/NSP from January 2011 to July 2012.

##### **HIGHLIGHTS OF ACTIVITIES IMPLEMENTED BY MaFAAS/NSP**

###### **Convening Steering Committee Meetings of MaFAAS/NSP**

The Department of Agricultural Extension Services facilitated four Steering Committee meetings of the AFAAS Malawi Chapter in the Department’s Conference Room – on the 13th January 2011, 27th July 2011, 12th August 2011 and 20 July 2012. The Steering Committee is composed of the following organizations:

- Department of Agricultural Extension Services (Secretariat);
- Bunda College of Agriculture (Chair);
- Agricultural Research and Extension Trust (ARET), Co-Chair;
- The Department of Agricultural Research Services (DARS);
- National Association for Smallholder Farmers in Malawi (NASFAM);
- World Vision Malawi;
- Farmers’ Union;
- Grain and Legumes Association (GALA); and



- The Civil Society Agriculture Network (CISANET).

Major items covered in the meetings were as follows:

- Planning for a national workshop to consult stakeholders on establishing a coordinating body for extension service providers and sharing experiences in extension service provision.
- Discussing findings on a study on Lead Farmer/farmer led extension done in Malawi, Ghana and Uganda by Dr. Kate Wellard with funding from Self Help Africa.
- Discussing findings on MaFAAS/NSP Institutional Assessment done by Sanne Chipeta, a Consultant for AFAAS.
- Appraisal on related activities such as Modernizing Agricultural Extension and Advisory Services versus AFAAS.
- Preparation for MAFAAS/NSP General Assembly scheduled for 25th to 26th July 2012.

### **MaFAAS/NSP Workshop**

The MaFAAS/NSP workshop was held on 19th January 2011 at Malawi Institute of Management in Lilongwe with funding from the Agriculture Sector Wide Approach-Support Project. The workshop was conducted to achieve the three objectives namely (1) to share experiences on extension delivery, approaches, challenges and opportunities; (2) to rationalize establishment of a professional body for agricultural advisory services; and (3). to develop a roadmap for the MaFAAS/NSP. The workshop was conducted through speeches, presentations, and plenary discussions. Speeches were made by a representative of the Secretary for Agriculture Irrigation and Water Development, and a representative of the Chairperson of the Steering Committee of the MaFAAS/NSP. Presentations were made by the Secretary General of the African Forum for Agricultural Advisory Services, representative of the MAFAAS/NSP, a representative of the Secretariat for the Agricultural Sector Wide Approach – Support Project (ASWAp-SP), and representatives of selected stakeholders of Malawi Agriculture Sector. The workshop drew a total of 43 participants (see list of participants in Annex, programme and photograph on cover page).

Based on discussions held during the workshop, stakeholders made the following resolutions:

#### *Resolution on payment (cash or otherwise) to Lead farmers and other farmers*

Volunteers should do a study, come up with a paper to reflect opinions of individuals and institutions and draw recommendations. Terms of reference for the study should be developed by the interim committee of the platform.

#### *Resolution on sensitization on policies and available agricultural advisory services*

Include policy presentations in workshops and meetings conducted in the agriculture sector at all levels. The platform should be used to present/discuss issues in agricultural advisory services

#### *Resolution on the establishment of a forum*

The name of the forum should be “Malawi Forum for Agricultural Advisory Services”. Interim executive committee to continue until next general meeting, finalize articles of association, legal consultation, consultation with professional associations, registration, wider publicity. The Department of Agricultural Extension Services was requested to continue as interim secretariat.

### **Commissioning a Study on Incentives for Lead Farmers and Other Farmers**

The Chairperson of the Steering Committee of MaFAAS/NSP, Dr. Charles Masangano, sourced funding to conduct a study on incentives for Lead Farmers and other farmers in line with the resolutions of the MaFAAS/NSP workshop. The study is being conducted by an MSc. in Rural Development and Extension student at Bunda College of Agriculture, University of Malawi. The results of the study will assist in providing information towards harmonization of approaches in handling Lead Farmers and farmers in Malawi. This contributes to MaFAAS/NSP's aim of ensuring ensure professionalization, standardization and equalization in the provision of agricultural advisory services in Malawi.

### **MaFAAS/NSP Institutional Assessment**

The AFAAS Secretariat engaged a Consultant, Sanne Chipeta, to assess institutions that are affiliated to the MaFAAS/NSP in May 2011. The Consultant met with representatives of the Department of Agricultural Extension Services headquarters, Programme Managers for Agricultural Development Divisions of Malawi, Cotton Development Trust, National Smallholder Farmers Association of Malawi, Dowa District Agricultural Extension Coordination Committee, and MaFAAS/NSP Steering Committee. The output of the activity was a report which described the MaFAAS/NSP stakeholders, their roles and responsibilities and existing collaboration mechanisms; recommendations on steps to be followed in strengthening the MaFAAS/NSP.

### **Drafting a Strategic Plan**

A task team composed of some of the stakeholders of MaFAAS/NSP was engaged in developing a Strategic Plan. Membership of the task team reflected the various types of stakeholders involved in agricultural advisory services in Malawi, state and non state actors. Other institutions with experience in strategic planning were also incorporated, especially Mlambe Consultants. The task team conducted two workshops at Malawi Institute of Management, on 7th March 2012 and on 26th April 2012. The task team conducted the Strength Weaknesses, Opportunities and Threats analysis as well as a Political, Economic, Technical, Environmental, and Legal Analysis in line with the MaFAAS/NSP. Results of this process informed the strategic plan, which focuses on the following areas:

- Establishment of institutional structures
- Resource mobilization
- Standardisation, quality assurance and capacity building
- Networking, coordination, research and knowledge management
- Advocacy, lobbying and crosscutting issues
- Publicity and communication

### **LESSONS**

The following are lessons based on the experiences of implementing the MaFAAS/NSP:

- Establishment of the MaFAAS/NSP has been widely accepted by stakeholders in the agriculture sector. This is evidenced by the increasing number of stakeholders expressing interest to be part of MaFAAS/NSP.
- The MaFAAS/NSP will be one of the most essential platforms for coordination of stakeholders in Malawi. Although Malawi has been championing the District Agriculture Extension Services System (DAESS) which has structures at district level, stakeholders

expressed the need for a national structure which will provide technical backstopping for DAESS structures.

- The MaFAAS/NSP is an opportune platform for discussing and deciding on major issues affecting implementation of extension and agricultural advisory services in Malawi. A typical example is the issue of incentives provided to Lead Farmers and farmers which has been a contentious issue for stakeholders in Malawi.

### **CHALLENGES**

A number of challenges have been noted in the implementation of MaFAAS/NSP. There are:

- Inadequate resources
- All the champions of the process are people with other responsibilities in their employment and it is difficult to get their full time commitment.

### **CONCLUSION AND WAY FORWARD**

The MaFAAS/NSP has commenced at a good pace where both the Steering Committee and the stakeholders have actively participated in the activities. To consolidate the achievements that are evident, it is necessary to find adequate and stable source of resources for activity implementation and to make arrangements to have a more active and committed focal point for the MaFAAS/NSP.

### **4.1.3 THE MALAWI FORUM FOR AGRICULTURAL ADVISORY SERVICES (MaFAAS) STRATEGIC PLAN – MID 2012 TO MID 2015**

**BY MR. MAVUTO KAPYEPEYE, MLAMBE CONSULTING FIRM**

#### **Strategic Issues**

- Establishment of institutional structures
- Resource mobilization
- Standardisation, quality assurance and capacity building
- Networking, coordination, research and knowledge management
- Advocacy, lobbying and crosscutting issues
- Publicity and communication

#### **Establishment of Institutional Structures**

- Mobilise and constitute an Executive Committee
- Establish a fully-fledged secretariat
- Develop appropriate administrative and human resources policies, systems and procedures
- Put in place processes for statutory registration of MaFAAS
- Develop a framework for asset acquisition
- Establish a formal working agreement with DAES/MoAFS framework for membership to MaFAAS to tackle criteria, recruitment, subscription, maintenance and disciplinary issues

#### **Resource Mobilization**

- Identify and increase the number of donors
- Establish a revenue generation through appropriate social enterprises

#### **Standardisation, Quality Assurance and Capacity Building**

- Establish minimum certification guidelines
- Identify and accredit training institutions
- Establish a code of practice for extension service professionals
- Establish a programme for upgrading existing extension service professionals
- Develop mechanisms for accreditation of extension professionals trained outside Malawi
- Develop an awareness programme on the accreditation programme
- Boost the number of agricultural extension professionals with special attention to women professionals
- Boost the agricultural extension profession through periodic special professional development programmes
- Collaborate with DAES, District Councils, District Councils, NGOs and private sector in strengthening the District Agricultural Extension Services System (DAESS)

#### **Networking, Coordination, Research and Knowledge Generation**

- Develop a networking and partnership framework.
- Expand the horizon of networks beyond mainstream agriculture stakeholders

- Design a documentation and knowledge management structure
- Enhance relationship with other research institutions
- Develop a research for framework for agricultural extension methodologies
- Participatory monitoring and evaluation framework

### **Advocacy, Lobbying and Crosscutting Issues**

- Establish strategic partnerships with key institutions in the public service for policy
- Advocate for recognition of agriculture extension by decision makers/actors as a profession
- Establish a working relationship with key cooperating partners in the agricultural sector
- Advocate for effective and sustainable mainstreaming of climate change, gender, HIV and AIDS, nutrition and child labour in the agricultural value chain
- Work on supporting the advocacy and lobbying initiatives of other players with a more strategic grip on specific thematic areas

### **Publicity and Communication**

Publicise the existence and boost the image of MaFAAS through development and distribution of appropriate promotional materials.

### **MONITORING AND EVALUATION OF THE STRATEGIC PLAN**

Reports – Include a section on progress on milestones for the strategic plan

Meetings

Annual reviews

Mid-term review

## 4.1.4 TRAINING ON USE OF THE AFAAS VIRTUAL SOCIAL NETWORKING PLATFORM

BY MS. SANYU NALUWOOZA- INNODEV LIMITED, AND DR. DAN KISAUZI-AFAAS MANAGEMENT CONSULTANT

### Objectives

- To train/sensitise key stakeholders on how to use the platform
- To activate the virtual Malawi Country Fora

### Introduction: Background

- Expressed demand by AAS stakeholders for:
  - means to share information
  - exchange experiences
- enhance use of ICT for communication
- Lack of an easily adaptable platform that interfaces SMS to the internet

### Navigating on the Home Page and Registration on the platform

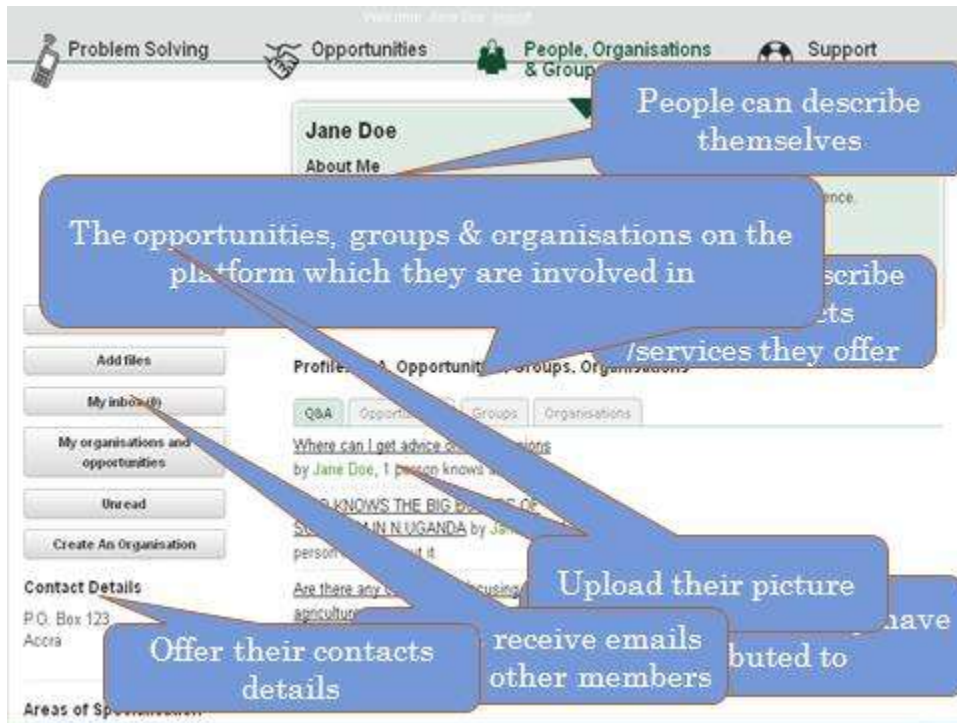
<http://networking.afaas-africa.org>



### Registration

- Create a personal profile on the platform
  - Offer information about yourself:
  - Describe yourself
  - Upload your picture

- Area of specialisation
- Contact information
- Products and services you offer
- Upload your files for others to view
- Enables you to connect and communicate with each other



## Problem Solving

- Post a question or solution related to any of the different categories by web or SMS
- Receive responses through email and SMS notifications from a wide range of actors
- Follow a thread of responses to a question of interest to you

The image shows a screenshot of a 'Problem Solving' web application. The interface includes a search bar for 'Subject Area', filters for 'Recent', 'Active', and 'Mine', and a list of questions. Callout boxes provide the following information:

- People can post requests for information by SMS or web ("Who Knows")**: Points to the 'Who knows about...?' section.
- Question is posted on the web & also sent by SMS & web to registered "Answerers"**: Points to the question text.
- Questions can be categorized by different broad fields & topics**: Points to the 'Pick a category' dropdown.
- All responses are stored on the platform & over time a permanent searchable problem solving knowledge base**: Points to the question details and the '0 people know' indicator.
- Different people can respond to a question & their responses are posted on the platform & also sent by SMS**: Points to the 'I want to know too!' and 'I know about this' buttons.
- Other people who want to know the answer can indicate their interest & Responses can be made directly on the web or sent to the platform by SMS**: Points to the 'Solutions' section and the 'I know that ...' input field.

The navigation bar at the bottom includes: Problem Solving, Opportunities, People, Organisations & Groups, and Support.

### Organizations and Groups

- Create public or private spaces for your organisation or groups
- Follow activities of organisations of interest to you
- Form and join groups of interest to you



Welcome **Mary Kate** [logout](#)

**AFAAS**  
African Forum for  
Agricultural Advisory Services

A directory of members      A directory of organisations      Support

**People, Organisations & Groups**

People   Organisations   Groups      A directory of groups

Subject Area:     Region:     Keywords:    

**Recent Profile Activity**

**Support**  
Last access: 19 hours 46 min ago

**Max Olupot**  
Last access: 2 weeks 27 hours ago

**Mary Kate**  
Last access: 1 min 25 sec ago

**superadmin**  
Created date: 1 year 47 weeks ago

**steen**  
Created date: 1 year 30 weeks ago  
Steen is Head of Operations at Headshift | Dachis Group, a leading social media and software

**Searchable database of members, organisations & groups**

## Organisations

**AFAAS**  
African Forum for  
Agricultural Advisory Services

Problem Solving    Opportunit

**Show their I...**

**Describe themselves**

**Start & comment on discussions**

**Show activities they are involved in on the platform**

**Give their contact details to the platform**

**African Forum for Agricultural Ad...**

**Description**

AFAAS is a regional platform for national advisory service interaction and strengthens their capacity to discharge the... It has the mandate to implement the Agricultural... Comprehensive Africa Agriculture Development Programme... Africa-led initiative through which interventions to... CAADP has four pillars one of which (Pillar 4) is... dissemination and adoption. Leadership... Forum for Agricultural Research in Africa (FARA)... umbrella of FARA but has its own autonomy and govern... ure.

**Contact group admin**

**Ask to join**

**Contact Details**

AFAAS website  
[info@afaas-africa.org](mailto:info@afaas-africa.org)

**Areas of Specialisation**

**Files**

**the platform**

by Mary Kate. 1 out of 1 member

## Groups

The screenshot shows a web application interface for 'Organisations & Groups'. The top navigation bar includes 'Problem Solving', 'Organisations & Groups', and 'Support'. A user is logged in as 'Mary Kate Leonard'. The main content area features a group titled 'Network of livestock special...' with a description: 'To become a rich resource for information, experience...'. A table below the description shows a comment from 'Mary Kate' with a count of 1. The interface includes several callout boxes with the following text:

- Share files
- Invite members to join your group
- Describe your group
- Start & comment on group discussions
- Form a group based on various subject areas

	Last Updated	Name		Comment Count
Key issues that impact on livestock production	1 day 1 hour ago	Mary Kate	Mary Kate's picture	1

## Opportunities

- Create and develop opportunities into business plans in private virtual spaces
- Invite others to join your opportunity to collaboratively develop your ideas through a structured process
- Attract mentors, partners and investors, and build support

**AFAAS**  
African Forum for Agricultural Advisory Services

login / register

Problem Solving Opportunities People, Organisations & Groups Support

•Registered members can create an opportunity  
•Problem solving activity can generate opportunities

Create a new opportunity

We provide you with a space and guidance to help your idea grow and progress. Shaping it so you can make it happen!

Start your opportunity

Latest Opportunities News

superadmin

Document URLs

Group: Description: Document URLs

1 members

AGRINET

Trade Agents for Northern Uganda

Knowledge network of research and agribusiness partners

Basic information on on-going opportunities can be viewed on the platform

**AFAAS**  
African Forum for Agricultural Advisory Services

Welcome Mary Kate logout

Problem Solving Opportunities People, Organisations & Groups Support

Activity on the opportunity continues

Systematic & guided process for developing an idea/business plan

Brief description of the opportunity can be viewed by the public

Details can be public or private

All members of an opportunity are shown

Opportunity team can seek mentor, sponsor, investor

Opportunity has an administrator who invites & admits members, & manages the development of the opportunity

Members

- AGRINET
- steen
- Support admin
- Mary Kate

Recent Activity

- on 4 Sep 2011 you added the comment I do, I will attach the to the page 4. Implementation
- on 2 Aug 2011 you added the comment I do, I will attach the to the page 4. Implementation
- on 2 Aug 2011 you added the comment I do, I will attach the to the page 4. Implementation
- on 2 Aug 2011 Jane Doe updated the page 4. Implementation
- on 2 Aug 2011

#### **4.1.5 TOWARDS STANDARDS AND QUALITY ASSURANCE IN AGRICULTURAL MESSAGE DELIVERY: THE CONTEXT OF AGRICULTURAL EXTENSION IN MALAWI**

**BY MR. REX CHAPOTA, EXECUTIVE DIRECTOR OF FARM RADIO MALAWI**

##### **Quote**

*'You do confuse us sometimes; for example one of you says prepare your ridges for maize planting and another says do not bother about ridges; that is no longer relevant: so who do I listen to'*

##### **Key Issues Emanating from the Farmers Quote**

- What is the source of agricultural messages?
- How are agricultural messages developed?
- Who is delivering the agricultural messages?
- Who are we targeting the message to?
- What are the channels for delivering the message?
- Who monitors that the message delivery is done appropriately?
- Do we get feedback about the agricultural messages delivered?
- What does the extension policy say?
- Is there a framework to support the policy?

##### **Quote**

*'We are promoting this technology nationwide because our farmers tried it and worked'*

##### **The Question of Messages that Emanate from Farmer Innovations:**

- How does extension and research receive such innovations?
- How long does it take to vet such technologies?

##### **Quote**

*'Honestly we have released so many technologies and already published in renowned journals but the messages are not yet on the ground'*

##### **The Question of Collaboration among Research, Extension and Farmers?**

- Are we delivering the right technologies?
- What is the difference of the time lag in terms of what the message the farmer gets and what has been scientifically proven?

##### **Quote**

*'We are sharing this information with the farmers but I am not sure how localized the information is since we got it from the internet'*

## **The Role of ICTs and the Global Knowledge Base**

- Who do such people go to and confirm that the messages they are delivering are in line with government policy?
- How long will such a process take?
- What is the role of Subject Matter Specialists at ADD, DADO and EPA levels

### **Quote**

*'Of course I do not fully understand this agricultural technology but as you know we are 'general fitters' so we just deliver the message we have been told to'*

### **Issues**

- Who carries the message?
- Is specialization an issue?
- What about capacity building?
- How general is general before it becomes sharing 'ignorance'

### **Quote**

*'It is difficult to get information from that Ministry, they will push you to DAES, then DARS and they say go to the specific technical department...and you end up sharing the message without cross checking'*

### **Issues**

- Access to information and streamlining flows of information
- Collaboration between Departments in the Ministry

## **Critical Elements about Quality Assurance?**

- Scientific evidence
- Access
- Accountability
- Relevance
- Timeliness
- Appropriateness
- Research-Extension-Farmer linkages
- Correctness
- Complexity of message
- Measurability of impact?
- Capacity building
- Intra Coordination within the Ministry
- Inter Coordination among stakeholders
- Policy direction

## **Moving Forward**

- Need for a deliberate coordination effort and strategy among thematic experts on message development and delivery
- Access and dissemination of technologies has to be improved from the source

- Need for accountability mechanisms among players on what is being delivered to the farmers
- Capacity building for extension and advisory players in specific thematic areas

#### **4.1.6 NEW AGRICULTURAL TECHNOLOGIES RELEASED IN MALAWI (2011)**

**BY MR. FRANK TCHUWA AND MR. BENJAMIN CHISAMA TECHNOLOGY TRANSFER OFFICERS, DEPARTMENT OF AGRICULTURAL RESEARCH SERVICES (DARS)**

##### **Development of Agricultural Technologies in Malawi**

Agricultural technology development is key to:

- Increased agricultural productivity
- Reduced post harvest losses
- Improved agro- processing
- Sustainable utilization of natural resources
- Food security and income generation
- Reduced poverty
- Enhanced economic development

##### **Institutions Conducting Agricultural Research in Malawi**

Public and private institutions

- Department of Agricultural Research Services (DARS)
- Agricultural Research and Extension Trust (ARET)
- Tea Research Foundation of Central Africa (TRF)
- ILLOVO
- Malawi Industrial Technology Development Research Centre (MITDRC)
- Agricultural Chemical Input Companies
- Seed Companies
- Bunda College
- Fisheries Research Centre (Department of Fisheries)

##### **Agricultural Technology Clearing Committee (ATCC)**

- A board of experts
  - Ensures that all agricultural technologies released in Malawi are:
  - Rigorously tested
  - Adapted to local farming conditions
- All agricultural technologies pass through ATCC before release in Malawi
- Chaired by Controller of Agricultural Extension and Technical Services of MoAFS
- Secretariat is at DARS

##### **Mandate of DARS**

Conduct research on:

- Crops
- Except tobacco, tea and sugarcane
- Livestock and pasture
- Agro processing and value addition

- Provide technical services
- Regulatory services
- Seed quality control, phytosanitary,
- Specialist services
- Soil testing, aflatoxin testing

### Technologies Released by DARS

- From 2008 to 2011 DARS has released 84 technologies for: Cereals, legumes, roots and tubers, vegetables, fruits, soil nutrient management and post harvest handling
- In 2011 DARS released 21 technologies
  - 6- common beans varieties
  - 6- sweet potato varieties
  - 6- potatoes varieties
  - 2- rice varieties
  - Storage pesticide
- Documented in DARS technology catalogue
- For more information visit [www.dars.gov.mw](http://www.dars.gov.mw)

### New bean varieties released in 2011

High yielding up to 2.5 tones per hectare, suitable in cool highlands areas

**Table : New Bean Varieties**

Variety	Seed size-g/100 seeds	Seed colour	Resistance to bean weevil
KK03/KK25/68S-F	48	Red kidney	-
KK25/Mal/19/S-F	45	Red kidney	Resistant
Mal/KK25/9/S-F	48	Red kidney	Moderately resistant
KK25/Mal/112/S-F	42	Red kidney	-
Nag/KK25/168/S-F	48	Tan red	Moderately resistant
KK25/Nag/184/S-L	54	Tan red	Moderately resistant
Mal/KK35/443/S-L	45	Red speckled	Moderately resistant

### New Sweet Potato Varieties Released in 2011

- High yielding; 20-25 tones per hectare
- Large tuber size
- Tolerant to sweet potato virus
- Tolerant to weevil damage



**Table : New Sweet Potato Varieties**

Variety	Skin colour	Fresh colour	Yield (tons/ha)	Months to maturity
Chipika	Pale orange	orange	25	5
Mathuthu	Pale purple	orange	20	5
Kaphulira	Cream	Pale orange	25	3.5
Kadyaubwerere	Purple	Deep orange	20	5
Sungani	Cream	Cream	23	5
Anaakwanire	White	Deep orange	20	6

**New Potato Varieties Released in 2011**

- High yielding; 30-41 tones per hectare
- tolerant to late blight and viral diseases

**Table : New Potato Varieties**

Variety	Skin colour	Fresh colour	Yield (tons/ha)	Use
Bembeke	Cream	Cream	41	Boiling & French fries
Njuli	Red	Cream	36	Boiling, French fries & crisps
Chuma	Red	Cream	32	Boiling & crisps
Thandizo	Cream	White	35	Boiling & French fries
Zikomo	Red	Cream	34	Boiling & crisps
Mwai	Red	Cream	41	Crisps

**New Upland Rice Varieties Released in 2011**

- High yielding
- Can be grown in upland areas such as:
- Lilongwe, Mchinji, Mzimba and Chitipa

**Table: New Upland Rice Varieties**

Variety	Yield (tons/ha)	Milling yield
Nerica 3	4.5	75%
Nerica 4	5	74%

## **New Storage Pesticide Released in 2011**

Weevil kill storage pesticide

- Control grain storage pests
- Larger Grain Borer
- Grain weevils
- Being produced in Malawi by Agriculture Trading Company (ATC)

## **Conclusion and Recommendations**

- DARS has developed a number of improved technologies suitable for farmers in Malawi
- Need for up-scaling these technologies
  - To make them available to farmers
- Efficient communication and participatory extension approaches
  - key to disseminating these technologies
- Partnership among farmers, extensionists, private sector, NGOs and researchers
  - Important in increasing adoption of these technologies

#### **4.1.7 PROS AND CONS OF VARIOUS INCENTIVES FOR FARMERS AND LEAD FARMERS INVOLVED IN EXTENSION AND ADVISORY ACTIVITIES**

**BY DR. CATHERINE MTHINDA, LECTURER, BUNDA COLLEGE OF AGRICULTURE, LILONGWE UNIVERSITY OF AGRICULTURE AND NATURAL RESOURCES**

##### **Introduction**

- Farmer led extension approach has proliferated in Malawi in the recent past
- A number of extension organisations have a few extension workers or specialists and a strong network of farmers and lead farmers to make direct contacts with fellow farmers
- Technically, these farmers and lead farmers are volunteers. It is therefore important for us to understand what it means to be a volunteer.

##### **Voluntarism**

- According to Hasan (1993), the term "voluntarism" is derived from the Latin word "voluntas" meaning "will."
- It is defined as "the offering of goods and services through one's own free will."
- Voluntarism consists of a set of values (volunteerism) and a set of structures.
- It is an outcome of deeply ingrained values rather than purely of education, training, or motivation
- Wikipedia defines volunteering as "the practice of people working on behalf of others without being motivated by financial or material gain"
- Wikipedia explains that volunteering is generally considered an altruistic activity, intended to promote good or improve human quality of life.
- People also volunteer to gain skills without requiring an employer's financial investment.
- The issue of incentives in the lead farmer approach should be understood in this context

##### **Why Incentives?**

- From the concept of voluntarism as defined above, the issue of incentives does not arise as volunteers are doing the work primarily to help others.
- Is this the case with Lead Farmers? One may ask. Who is the lead farmer? And what are his/her roles?
- Before we answer the question why incentives, we need to attempt to answer the above questions first.

##### **Definition of a Lead Farmer by DAES**

"A Lead Farmer is an individual farmer who has been elected by the community to perform technology specific farmer-to-farmer extension and is trained in the technology. Sensitization meetings to orient the community on the Lead Farmer Concept and Participatory Rural Appraisals (PRAs) to identify problems and solutions are done before electing Lead Farmers to assist in technology transfer." MoAFS (2010)

- The above definition implies that a lead farmer is someone we have asked to help us with our extension activities on a voluntary basis.

## **Characteristics of a Lead Farmer**

In its guidelines, DAES identified the following as characteristics of a lead farmer:

- Willing to share information with others
- Able to lead others
- Early adopter of technology
- A communicator with good facilitation skills
- Should be honest, trustworthy and humble
- Should be development conscious
- Should be tolerant
- Should be a member of the village and socially accepted by the community
- Should be able to sacrifice for others
- Should be cooperative
- Should be approachable (MoAFS, 2010 p.8-9 my underline)

The two underlined closely resemble the definition of a volunteer. DAES however has also provided its extension workers what should be the roles and responsibilities of a lead farmer, like a job description.

## **Roles and Responsibilities of Lead Farmers**

- To train others
- To conduct demonstrations, field days, extension meetings and local field tours
- To implement technologies introduced by AEDOs
- To facilitate formation and implementation of action plans with fellow farmers
- To discuss progress of activity implementation with the extension worker
- To conduct follow ups on action plans of fellow farmers
- To give feedback on problems faced during adoption of agricultural technologies to the community through the standing committees
- To link farmers problems with relevant institutions
- To liaise with extension workers on farmers' needs
- To lead communities in community based monitoring and evaluation (MoAFS, 2010, p.7-8)

## **Why Incentives Again?**

The above list of roles and responsibilities require the lead farmer to take sometime off his/her work to fulfill these responsibilities. This could be one or two days per week and sometimes more depending on events. It is this time and effort by lead farmers that require compensation. This compensation is what necessitates the issue of incentives and motivation

## **Type of Incentives**

In practice, the following incentives are evident:

- demonstration inputs,
- protective clothing such as dust coats and gum boots
- training
- exchange visits
- study tours

- perks (benefits such as honoraria, salary in cash or kind)

When the lead farmers are many as is the case with the Ministry of Agriculture, this can be costly. It requires financial commitment from the extension organisations to sustain the approach. Compared to employment of extension workers, this is considered as cheap

### **Why Incentives Again?**

However, as Akinagbe and Ajayi (2010) have observed in Nigeria, fiscal sustainability is a major issue in promoting farmer led approaches in Africa.

- The major advantage of compensating lead farmers in one way or the other is that it greatly motivates them to invest more in extension work.
- It commits the lead farmers to the extension work – they are encouraged to put in more time. A volunteer puts in time as and when they want
- The extension organisation can involve the lead farmers more, including attending meetings, decision making
- Lead farmers can be coordinated more easily

### **Disadvantages**

Incentives may put lead farmers and other farmers involved in extension in jeopardy:

- Thus, if perceived as receiving too many special advantages (salary, bicycle, t-shirts, inputs, travel, etc), they will be considered as ‘different’ and the alternative technologies implemented by them (the ones being promoted) may be considered (rightly or wrongly) as beyond the reach. This removes the whole essence of farmer led extension approach which is that farmers are encouraged to adopt because they identify with the lead farmer. They say, ‘if s/he did it, I can do it too’. Unlike what they say of the extension worker or progressive farmer: ‘we could do that too if we had the money s/he has’ of the ‘average’ or ‘ordinary’ farmer.
- On the other hand, if the lead farmers advance too far ahead of their neighbours technologically, their farming system will appear too complex for the latter to adopt. If lead farmers are isolated or work alone, they may be ridiculed by the community for breaking with convention or tradition. In addition, incentives may remove the basic nature of voluntarism. According to Bunch (1982), volunteers often have more credibility because farmers know they are teaching what they believe in not something they are paid to teach. Thus, farmers may believe more in lead farmers who do the work for the sake of helping others. Paying a salary for example would weaken this mission rather than strengthen it, Bunch has observed. He notes, ‘no agency can buy enthusiasm or sacrifice’.

### **Incentives or No Incentives**

Going back to our notion of volunteering, we should remember that volunteers volunteer their time and effort. They do not volunteer their money for transport and food, or other materials such as stationery and air time for communicating with farmers or staff to facilitate their work. The service provider is expected to provide all the necessary materials in cash or kind to facilitate the volunteer to do the work effectively. In conclusion, incentives are important to compensate for the time and effort of the lead farmers. However, the extent of incentives should not border

payment of salaries or sound as if we are hiring the farmers as extension workers because this would spoil the concept of volunteering as well as put them in jeopardy with their neighbours

#### **4.1.8 SYNERGY BETWEEN THE DISTRICT AGRICULTURE EXTENSION SERVICES SYSTEM AND THE MALAWI FORUM FOR AGRICULTURAL ADVISORY SERVICES**

**BY MR. HENRY MSATILOMO, CHIEF AGRICULTURE EXTENSION OFFICER,  
DEPARTMENT OF AGRICULTURAL EXTENSION SERVICES**

##### **INTRODUCTION**

- 2002 : New Agricultural Extension Policy was launched “Agriculture Extension In the New Millennium: Towards Pluralistic and Demand Driven Services.”
- The Policy focuses on participation of many players such as: NGOs, Private Sector (Radio stations, seed companies, university), Farmer Based Organizations, and the Public Sector
- The implementation of this policy is through DAESS using the developed guidelines.

##### **KEY FEATURES OF DAESS**

There are two main features of DAESS

- The four Pillars upon which it is built
- The Implementation Structure

##### **THE FOUR PILLARS OF DAESS**

- Agricultural extension policy
- Demand-driven extension service
- Pluralistic extension
- Integration of agricultural extension service into the decentralization process

##### **MAIN AREAS OF FOCUS**

- Organization of farmer demand
- Facilitation of service provider response
- Co-ordination and strategy development
- Funding acquisition

##### **ORGANIZATION OF FARMER DEMAND**

- Farmers are organized into the following categorized:
  - Smallholder food security farmers (SHFS)
  - Small-scale commercial farmers (SSC)
  - Commercial farmers (CF)
- The needs of farmers are aggregated by Area and District Stakeholder Panels.
- Frontline staff need to be well trained in Participatory Extension Approaches (PEA) for them to properly facilitate articulation (identification and analysis of farmer problems and needs).

##### **FACILITATION OF SERVICE PROVIDER RESPONSE**

- There are several stakeholders in the new agricultural extension system.

- To appropriately address farmers demands for services, the following need to be done:
  - Identification of farmers’ service needs
  - Identification of best services for specific needs.
  - Coordination of service provision to farmers needs.
- This is the responsibility of DAECC.

**COORDINATION AND STRATEGY DEVELOPMENT**

- Involvement of many agricultural service providers require proper coordination in planning, implementation, monitoring and evaluation so that no conflict arises in the provision of services.
- Many service providers with different approaches and practices need effective coordination.
- Service providers to be accountable to the farming community.

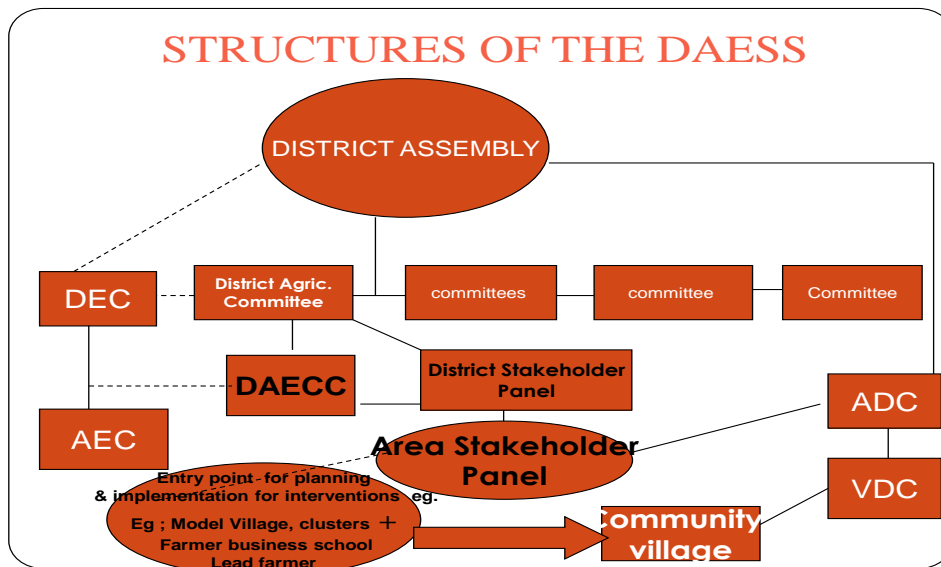
**FINANCING OF AGRICULTURE EXTENSION SERVICES**

- Use diverse sources of financing agricultural extension services at the district level- central Government resources may not be adequate.
- Public sector resources dwindling, hence, funding at district level may also include:
  - Co-financing arrangements between stakeholders
  - Farmers, those who benefit, should pay for certain services.
  - District Assembly locally generated funds
- Donors.

**THE IMPLEMENTATION STRUCTURE OF DAESS**

The implementation of DAESS is through :

- The District Assembly Structure
- Using the Area and District Stakeholder Panels and the
- District Agricultural Extension Coordinating Committee
- The village is an entry point





## **DISTRICT AGRICULTURE SUB-COMMITTEE**

### *Composition*

Elected members of the Assembly with District Agriculture Development Officer providing secretarial services

### *Functions*

- Recommending to the District Assembly on policy making decisions regarding the governance and agricultural extension delivery services in the District.
- Assist the District Assembly in consolidating and promoting local agricultural institutions and public participation.
- Promote infrastructural and economic development through the formulation, approval and execution of local agricultural development plans.
- Assist the District Assembly in mobilization of resources for governance and agricultural development.
- Recommend to the District Assembly in making of By-Laws for the good governance of agricultural activities in the District.
- Ensure that there is equity in District Agricultural Extension Services provision.
- Supervise, monitor and Evaluate the implementation of agricultural activities in the District.
- Initiating locally funded agricultural self-help activities.
- Encourage community to participate in agricultural self help activities.

## **DAECC RESPONSIBILITIES**

- Setting up standards for delivery of services
- Assuring quality of services delivery
- Facilitating MoU and Services Charters
- Registration of Services Providers
- Liaising with and advising the District Agricultural Sub-Committee
- Planning agricultural extension services
- Ensuring equity in service provision
- Coordinating agricultural extension services
- Harmonising approaches in service provision and delivery
- Getting and providing feedback on effectiveness of service delivery
- Impact assessment and monitoring and evaluation
- Advocacy within and outside the District Assembly on services delivery
- Linking service providers and farmers to the Assembly
- Compile Inventory and Profiles for all agricultural Extension Service Providers in terms of:
  - Services provided
  - Systems of service delivery
  - Location of service providers
  - Who are the target farmers and how many
  - Capabilities of service providers including human and other physical resources
  - What, if any, are the immediate future plans
  - Impact evaluations of services they provide

## **ROLE OF STAKEHOLDER PANEL**

- To provide a forum for dialogue where farmer demands and feedback can be directly expressed to extension service providers
- Ensure that farmers' demands are articulated
- Ensure that service providers respond to farmers demands in a timely way.

## **DISTRICT STAKEHOLDER PANEL**

### *Composition*

The panels will be composed of:

- small holder food security farmers (who should form 50% of the total membership,
- Semi-commercial and commercial farmers,
- NGOs,
- farmers organisations,
- Agribusiness groups,
- Community based organizations and
- relevant committees.
- DADO will play facilitatory role at this level.

## **AREA STAKEHOLDER PANEL**

### *Composition*

The panels is composed of:-

- Smallholder Food Security farmers, who should form 50% of the total membership.
- Semi-Commercial and Commercial Farmers
- NGOs
- Farmers Organisation
- Agribusiness groups
- Community based organization
- And relevant committees
- AEDC plays a facilitator role at this level.

### *Functions*

The functions of the stakeholders panels are:-

- Provide a forum for farmers through villages to express their demands.
- Ensure right representation of all stakeholders and that each group is heard.
- Ensure that villages' demands are articulated and aggregated.
- Ensure that quality response to the demands is provided and maintained by the respective service provided.

## **CURRENT PROGRESS**

Govt. machinery – overwhelmed by expanded population to the extent that staff: farmer ratio 1:2500 (1:750 ideal) Who is filling the gap?

MaFAAS will ensure the following:

- Private sector agriculture extension providers adhere to code of conduct.
- Policy guidelines must be followed in implementation of extension programmes.

- Check code of conduct of private extension providers in the implementation of extension programmes through a Memorandum of Understanding.

### **OVERALL OBJECTIVE OF MaFAAS**

To harmonize and coordinate extension delivery system in the country by bringing all the players in agriculture extension services in perspective and be able to assess and check quality as well as impact of the pluralism approach.

### **SPECIFIC OBJECTIVES OF MaFAAS**

- Improve sharing of information among stakeholders
- Make all stakeholders accountable for the delivery of agriculture extension services.
- Extend the coverage of agriculture extension services across the country in order to make all farmers access quality agricultural extension services.
- Ensure that stakeholders are accountable to govt. by following policy guidelines

#### **4.1.9 IMPLEMENTATION OF DISTRICT AGRICULTURAL EXTENSION SERVICES SYSTEM IN MZIMBA SOUTH DISTRICT**

**BY MR. LEM TCHONGWE, MZIMBA SOUTH DISTRICT AGRICULTURE DEVELOPMENT OFFICER**

##### **INTRODUCTION**

- Mzimba south agriculture office has eleven (11) EPAs and two (2) sub EPAs
- It has one hundred (100) sections and out of these eighty (80) are manned by the AEDOs
- Mzimba south is covered with six (6) Traditional Authority namely: M'mbelwa, Muzukuzuku, Mabulambo, Khosolo, Chindi, and Kampingo Sibande and within these ADCs there are four hundred thirty eight (438) VDCs
- M'mbelwa district council is not operating as full council in the absence of the members of the council/ councillors
- Therefore ,it is operating as a stakeholder meeting i.e. MPs, TAs, and with representatives members from the ADCs
- The council is supposed to have service committees such as finance, development, education, health, works, and appointment and disciplinary
- The council structure has two parallel line i.e. Technical- DEC,AEC and Policy-with ADC, VDC

##### **OBJECTIVES OF PAPER**

- To share with DAES the three DAESS models that been pre-tested in Mzimba south DAO
- To share experiences and challenges in the implementation of DAESS
- To have some views/ comments on the implementation of three DAESS models

##### **BACKGROUND**

DAESS was initiated in order to make the new agricultural extension policy operational. It is a mechanism for enabling farmers to identify and organize their agricultural needs for appropriate action by relevant stakeholders

##### *Overall Objective of DAESS :*

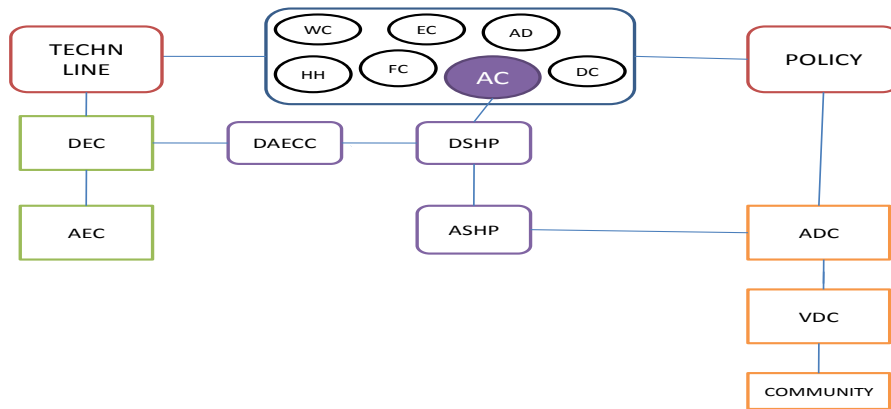
To empower farmers to demand high quality services from those that are best able to provide them

##### *Specific Objectives of DAESS*

- To organize farmers agricultural needs
- To pool service providers and their related resources in order to address prioritised farmers agricultural needs
- To instill sense of ownership and self reliance in agricultural programmes
- T o foster coordination among stakeholders in the service provision

**MODEL 1 (ORIGINAL DAESS)**

**MODEL 1 (OriginalDAESS)**

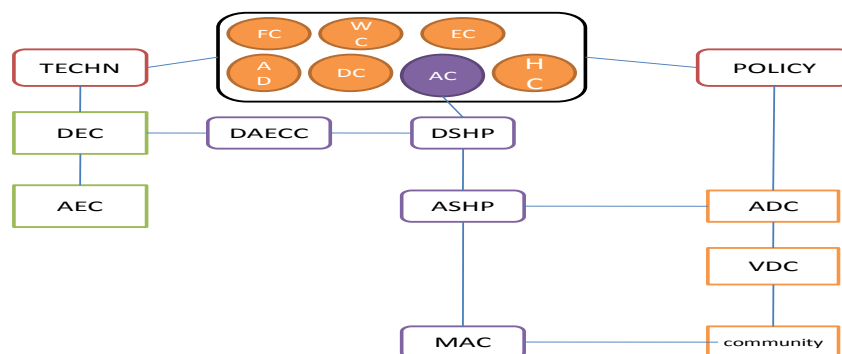


**OBSERVATIONS**

- In this model DAESS structure did not link well with community
- The between the community and ASHP, there is no direct link
- Organization of farmers agricultural needs was challenge through the local government structure only
- The process of articulation of farmers demand without a platform lower than the ASHP was also challenge
- This initiated the District to create a platform at community level and named it Mudzi Agriculture committee (MAC)
- This platform was established at village level with the main aim of facilitating the process of articulation of farmers demand
- Composition of MAC is 3-5 members of the village

**MODEL 2 OF DAESS**

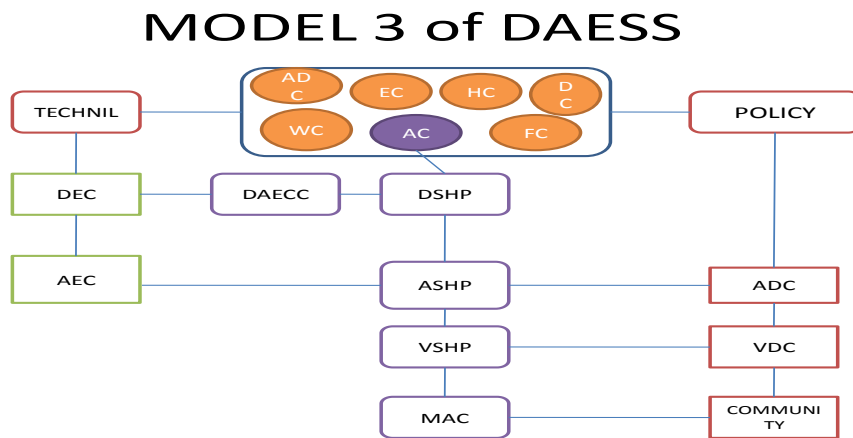
**MODEL 2 of DAESS**



## OBSERVATIONS ON MODEL 2

- This model was an improvement of the original model of DAESS
- This was so after observing some weakness in the structure of DAESS especially lack of linkage between community and ASHP
- The follow of farmers agriculture need to ASHP was through local government structure and in other VDCs , the prioritization was not agriculture needs
- The coming of IDAAF funds helped us to set up this platform(MAC) at community level to link the community with the ASHP
- This platform (MAC) empowered farmers to express their demands
- The platform comprise of 3-5 members per village in some cases 2-3 are SHFS and one of them as lead farmer

## MODEL 3 OF DAESS



## OBSERVATIONS ON MODEL 3

- Model 3 is an improvement of model 2, which Bunda college – extension department came up with in their studying of DAESS in Emfeni and Luwerezzi EPAs with funds from FICA/SAETS
- The model incorporate a platform at VDC level known as Village Stakeholder panel(VSP)
- The model links these platforms to local government structure as sub committee
- In this model farmers’ agricultural needs are channelled to service providers through the local government and DAESS structures
- The model auger well with decentralisation policy where project should originate from the community at VDC level

## **EXPERIENCES**

- The district is using all the three model and soon we will be evaluating which model is the best
- The district has setup all the structures of DAESS i.e. 6 ASP, 1DAECC,and1DSP
- DAECC is active and operational
- Not all stakeholders in the agriculture sector understand the concept of DAESS
- Even some agriculture staff do not understand the concept
- The process of articulating farmers demands need to modified, I propose if a questionnaire could be designed for used
- In the district some farmers are able to demand services from those that are best able to provide e.g. 2 dip tanks rehabilitate and animals are dipping by World Vision International, 5 mindandanda and 3 orchards supported by LDF, 3 fish ponds supported CDF etc

## **CHALLENGES**

- Low financial resources for capacity enhancement of the platforms
- Shortage of staffs at EPA level also contributes to none performance of these platforms
- Organisation of service providers' response to farmers needs is a challenge especially to service providers that are at district level but cannot make decisions
- Service providers that are not based at the district pose a challenge in harmonised programming
- Stakeholders coordination is also challenge to those stakeholders that are not based at the district in planning programmes together
- The absence of the council is also posing challenges in the operationalization of the DAESS
- DSP is not in place up to now due to challenges in mobilising smallholder food security farmers to participate in the DSP

## **LESSONS LEARNT**

- Some farmers are able to demand services from those best able to deliver to them
- Some service providers are able to respond to farmers' demands
- The system empowers farmers to make sound decision in carry out their tasks
- Communities have seen the value of having joint action plan in the implementation programmes
- Where the system is operational , establishment of model villages is not difficult
- The system instils ownership and self reliance in agricultural programmes

## **WAY FORWARD**

- We are planning to have a study tour for DAECC members to Rumphi district to learn how service providers support small holder food security farmers to participate in the DSP
- Continue sensitizing stakeholders in DAESS
- Train stakeholder panels in the roles and responsibility
- Train staff in Project proposal writing so that in turn they train the community
- Continue revamping stakeholder panels where they are not active

#### 4.1.10 EXPERIENCES IN THE IMPLEMENTATION OF DAESS : A CASE OF NTCHEU DISTRICT

BY MRS. ESTHER MWESO, CONCERN UNIVERSAL PROGRAMME MANAGER,  
CHAIRPERSON OF DA ECC

##### BACKGROUND

- Ntcheu District Agriculture Extension Coordinating Committee was revamped in November 2011; Members are all heads of agriculture technical departments, NGOs (Concern Universal, NASFAM, CADECOM) representatives from farmer organisations (Biliwiri potato), micro financing institutions (Micro Loan Foundation) and input suppliers (Agora)
- Chair person/org- Concern Universal and secretary is the DADO (EMO)
- The committee is currently playing an important role in institutionalizing, operationalizing and internalizing the District Agriculture Extension Services System in Ntcheu district.

##### THE STRUCTURES

- District Agriculture Extension Coordinating Committee- Established and functional
- District Stakeholder Panel-Not yet fully established and operational due to delay in area stakeholder panel (ASP) trainings which have just recently been completed. Need for one member representative from the ASPs to make 50% farmer representative in the DSP; Area Stakeholder Panels- 13ASps have been established and are operational and started contributing operational funds(travel costs to DSP meetings).

LOCATION/EPA	ASP	MEMBERSHIP
Kandeu	- Ganya (Upper) -Njolomoe (Lower)	-12 (8M, 4 F) -10 (4M, 6 F)
Manjawira	-Phambala	-20 (12 M, 8F)
Njolomole	-Njolomole (Upper) -Chakhumbira -Masasa (Upper)	-13 (5 M, 8 F) -11 (6 M, 5 F) -16 (8M, 8 F)
Bilila	-Makwangwala (Lower)	-19 (13M, 6 F)
Sharpevale	-Ganya (Lower) -Masasa (Lower)	-16 (9M, 7 F) -15 (10 M, 5 F)
Nsipe	-Makwangwala (Upper) -Kwataine -Champiti	-16 (12, 4 F) -11 (6M, 5 F) -19 (15M, 4 F)
Tsangano	-Mpando	-13 (8M, 5 F)
<b>Total</b>	<b>13</b>	<b>-148 (91 M, 57 F)</b>



## **ACTIVITIES BEING UNDERTAKEN**

- Facilitation and Coordination of planned agricultural activities like field days, demonstrations, open days, launches etc
- Planning of agric. programmes with stakeholders
- Mobilization of resources (e.g farmer contributions).
- Conduct sensitization meetings
- VACs and GACs are also available in the district which helps in consolidating issues at grass root level
- Facilitated completion of establishment of 4 Area stakeholder panels

## **HOW IT OPERATES**

- Meetings are conducted quarterly but if there is need, an emergency meeting is scheduled e.g as soon as the district was communicated that the ADD field day would be in Ntcheu, DAECC had an emergency meeting to strategise on sites, logistics etc.
- DAECC has Terms of Reference (ToRs)
- Has an action plan

## **ACHIEVEMENTS**

- Compiled an Inventory of service providers in Ntcheu district
- Hosted an ADD field day and facilitated district irrigation and manure campaign launch
- Conducted a review meeting and formulated a 2012-2013 DAECC work plan

## **CHALLENGES**

- Failure to understand the DAESS system by some stakeholders at all levels which leads to lack of commitment by stakeholders
- Sourcing of funds for the structures especially stationery, fuel and allowances is a problem

## **LESSONS LEARNT**

- The DAES system is assisting in harmonising programmes among service providers in Ntcheu.
- ASPs are playing a crucial role in assisting implementation of agricultural activities in Ntcheu.
- DAECC meetings provide a platform for sharing of knowledge and skills amongst stakeholders

## **PRIORITY AREAS**

- Re-orient stakeholders at all levels on DAESS
- Intensify planning, review meetings and M&E visits
- Come up with proposals and submit to well wishers e.g. NGOs, politicians to mobilise resources to be used to meet operational costs

#### 4.1.11 REPORT FOR THEMATIC TEAM ONE BREAK AWAY SESSION - STANDARDIZATION, QUALITY ASSURANCE AND CAPACITY BUILDING

##### MEMBERS:

C. Mthepheya	P. Kachigunda	E. Yamikani	H. Yotamu
W.L. Banda	P. Soko	M. Kamlomo	M.C. Luhanga
R. Kwelepeta	A. Tsitsi	R. Chapota	F. Tchuwa
B. Chisama	F. Chilenga	G. Mbubzi	J. Mfunu
L.A.A.P. Munthali	F. Chamanza	M. Mwenechanya	B. Chisama
F. Chilenga	F. Msiska	U.M. Tembo	W.L. Banda
B.W. Ngauma	P. Kabuluzi	M. Theu	

##### TASK ONE : ELECTION OF LEADERS

Elected leaders:

Chairman- Mr Kabuluzi

Vice chair- Mr Roy Kwelepeta

Secretary- Mr Frank Tchuwa

##### TASK TWO : RESOLUTIONS ON THEMATIC AREA ISSUES

How to ensure adequate multiplication of seed of newly released varieties to ensure adoption:

- Involve and encourage individual farmers of all categories to multiply seed- this should include agricultural professionals ( Practice what you talk)
- Involve farmer organisations and private sector e.g seed companies in seed multiplication
- Contracting out and variety licencing should be used in the multiplication of seed
- Promoting farmer led research trials

How to improve the role of extension in technology development

- Capacity building of extension workers in research work; research design and management of on farm trials; quantitative and qualitative data collection and recording on farm trials; basic analysis of field data for farm trials; writing field reports for on farm trials

How to improve linkage between researchers and farmers

- Participatory technology development characterised by the following
  - Increased collaboration between farmers, extension and research
  - Increased communication
  - Joint, problem identification, planning, monitoring and evaluation of field trials
- In the third year of technology development the technology should be taken to farmers for trials e.g conduct trials in Mzuzu district with farmers

How do we recognize farmers who develop technologies

- If the technology generates income, royalties must be given to farmers

- Establish a national achievers forum where farmers must be recognised financially
- Farmers names must be included in publications of the developed technologies

How to re-enforce standards such as introduction of new technologies

- Enforcement of the laws of the land of Malawi
  - Plant protection Act/4
  - Seed Act
  - Fertilizer Act
  - Increased awareness on the acts
- Mass media, publications

How to reduce bureaucracy in validating messages from non state sector

- Establish platforms where messages developed by stakeholders can be discussed and validated e.g MaFAAS organise meetings, stakeholder panel discussions on radio and TV

### **TASK THREE : MECHANISMS FOR IMPLEMENTING THEMATIC STRATEGIC OBJECTIVES OUTLINED IN MaFAAS STRATEGIC PLAN**

Certification Guidelines

- MaFAAS- elect and institutionalise a board responsible for certification of guidelines
- The board to come up with guidelines

Identify and accredit training institutions

- MaFAAS to establish Board which will accredit extension practitioners and training institutions

Establish a code of practice for extension

- MaFAAS to establish a Board

Establish a programme for upgrading existing extension service professionals

- The board to protect individuals who are going for upgrading in extension
- MaFAAS to initiate and organise short term training opportunities

Develop mechanisms for accreditation of extension professional trained outside Malawi

- Board to create awareness on its accredited extension professionals

Develop an awareness programme on the accreditation programme

- Board must be responsible

Boost number of extension professionals

- MaFAAS conduct career talk in institutions
- Initiate a scholarship programme for individuals willing to train in extension

Boost agricultural extension profession through periodic special professional development programme

MaFAAS to encourage its member institutions to:

- Organize in-service training
- Salary incremental credits
- Social welfare programmes

#### **4.1.12 REPORT FOR THEMATIC TEAM TWO BREAK AWAY SESSION - NETWORKING, COORDINATION, RESEARCH AND KNOWLEDGE MANAGEMENT**

##### **MEMBERS:**

M. Magombo	E. Katunga	K. Longwe	S. Sakhama
B. Kapoloma	J. Nkombezi	N. Lukali	E. Mweso
M. Kantadza	F. Msukumwa	W. Kawenda	I. Mughogho
A. Chapusa	D. Yona	A. Zaindi	C.C.K. Gondwe
G.M. Chagusa	B. Mbakaya	G. Zimba	M. Bvumbwe
A. Benati	B. Chingwalu	L. Tchongwe	

##### **TASK ONE : ELECTION OF LEADERS**

Elected leaders:

Chairperson -B. chingwalu

Vice- Mr B. Kapoloma

Secretary- William Kawenda

##### **TASK TWO : RESOLUTIONS ON THEMATIC AREA ISSUES**

Characteristics of lead farmers

- Be an early adopter of technologies
- Accepted and recognized by the community
- Honest
- Sacrifice for other people
- Literate
- Ability to communicate and share information with others

Package for training lead farmers

- Communication skills
- Facilitation skills
- Leadership skills
- Documentation skills (plans, reports, lessons)
- Technology specific skills
- Community mobilization skills

Who are owners of lead farmers?

- Communities :for sustainability and accountability.

How should we keep records for incentives given to lead farmers to avoid duplication?

- Establish incentive inventory at Village, area and AEDO levels
- All the players in the network should go through the DAECC when giving honorarium

How do we accredit lead farmers?

- Certificate of recognition to be presented at a ceremony.
- Badge/ id

How can we learn from our culture with regard to incentives for volunteers such as lead farmers e.g. adzukulu (community youth volunteers)?

- There should be uniformity and harmonization in provision of lead farmer incentives as the adzukulu are treated.
- The lead farmers fall within the village and decentralization structures

Who is providing incentives?

- Both NGOs and government

What motivates them?

- They are motivated by the services provided by the lead farmers.
- The organization achieve their objectives and targets

Are the organizations short term or long term?

- Both long term and short term in nature

How do we ensure that communities are able to give incentives?

- Solicit resources and give best lead farmers at the end of the year eg. Dedza ASP
- This can be known through documentation and should be an annual event for rewarding best lead farmers.
- Be transparent to avoid de-motivating others

Would cooperatives and associations be able to do this?

- If available even farmer groups

How do we increase the powers of DAECC at district level to decide on incentives?

- Harmonization and standardization of approaches.
- Formulation of rules and regulation
- Linking DAECC to civil society network

What should be acceptable incentives and prohibited incentives for lead farmers?

*Acceptable*

- Agriculture related
- T/ shirts
- Bicycles
- Training
- Study visits

*Not acceptable*

- Bicycle maintenance allowance
- Payment of cash

How do we handle gifts given by farmers to stakeholders?

- Token of appreciation because of culture e.g. food.
- But should not be promoted/ encouraged

### **TASK THREE : MECHANISMS FOR IMPLEMENTING THEMATIC STRATEGIC OBJECTIVES OUTLINED IN MaFAAS STRATEGIC PLAN**

Develop a networking and partnership framework.

- Establish inventory of partners
- Develop linkage between district and MaFAAS
- Have national agriculture extension coordinating committee (NAECC which will be a technical arm of MaFAAS)

Expand the horizon of network beyond mainstreaming agriculture stakeholders

- Trade and industry
- Health
- Malawi Bureau of Standards
- Education

Design a documentation and knowledge management structure

Use the technical arm such as:

- MaFAAS
- district level- DAEECC
- Area level- AEC
- Design a website

Enhance relationship with research institutions.

- Joint planning and review meetings
- Joint field days
- Joint field supervisory visits
- Demand research experts on farmers innovations
- Establish inventory of research institution we are to link with.
- Share information through reports, internet, meetings, exchange visits

Develop a research framework for agricultural extension methodologies.

- Assess the extension methodologies that are being used.
- Monitor and evaluate the extension methodologies
- Review extension methodologies

Participatory monitoring and evaluation framework

- Engage the beneficiaries who will be in a position to give feed back
- Use community based monitoring and evaluation tool
- Use social audit tool

#### **4.1.13 REPORT FOR THEMATIC TEAM THREE BREAK AWAY SESSION - ADVOCACY, LOBBYING AND CROSSCUTTING ISSUES**

##### **MEMBERS:**

K. Kamoyo	M. Machera	M. Chikoma	W. Kapindu
M. Mafubza	F.L. Kayuni	N. Lukali	H.M. Nyirongo
V. Wandale	R. Nkhono	N. Sangole	T. Kalanje
M. Chidumu			

##### **TASK ONE : ELECTION OF LEADERS**

Elected leaders:

Chairperson- V. Wandale

Vice Chairperson- M. Chidumu

Secretary- K.J. Kamoyo

##### **TASK TWO : MECHANISMS FOR IMPLEMENTING THEMATIC STRATEGIC OBJECTIVES OUTLINED IN MaFAAS STRATEGIC PLAN**

Establish strategic partnerships with key institutions in the public service for policy

- Prepare an inventory/profile of key institutions
- Advocate for a service charter- articulates standards of service delivery in terms of: Quality, Timeliness, the relationship between service providers and service receivers, dispute and complaint handling, means of communicating with the institution and contact points.
- Public Awareness of the Service
- Monitor and Evaluation

Advocate for recognition of agriculture extension by decision makers/actors as a profession

- To gather information on what the profession is not recognized to isolate key areas of emphasis
- Identify partners/stakeholders for advocacy
- Holding extension symposium/ roundtable discussions on key areas of extension
- Establish agriculture extension workers council like nurses council, lawyers association to protect and advocate for the profession

Establish a working relationship with key cooperating partners in the agriculture sector

- To establish an inventory/profiles of cooperating partners to establish core areas of cooperation/ collaboration- like DAECC structures
- Harmonize the standards in agriculture sector
- Participatory problem identification process and joint action plan
- Obligatory participation of all cooperating partners
- Conduct period reviews of joint action plans



Advocate for effective and sustainable mainstreaming of climate change, gender, HIV/AIDS, nutrition and child labour in the agricultural value chain

- Secure funds
- Identify problem areas specific to area of concern
- Repositioning of staff
- Identify core value chains
- identify value chains to be promoted
- Capacity building for actors in the agriculture value chain
- Recruit cross cutting coordinators at EPA level
- Initiate projects on mainstreaming and core functions
- Advocate for use of various/diversified methodologies on delivering extension messages

Work on supporting the advocacy and lobbying initiatives of other players with a more strategic grip on specific thematic areas

- Create a body to coordinate advocacy and lobbying.

#### 4.1.14 REPORT FOR STEERING COMMITTEE BREAK AWAY SESSION -

##### MEMBERS:

S. Naluwoza	D. Kisauzi	P. Fatch	E. Kwanjana
H. Msatilomo	S. Kankwamba	C. Masangano	P. Kapondamgaga
M. Kapyepye			

#### TASK : MECHANISMS FOR IMPLEMENTING THEMATIC STRATEGIC OBJECTIVES OUTLINED IN MaFAAS STRATEGIC PLAN

##### Establishment of institutional structures

- Mobilise and constitute an Executive Committee
  - Done in General Assembly for 26 July 2012
- Establish a fully-fledged secretariat
  - Hire a focal person on contract or secondment (possibility of funding from IFAD through AFAAS)
- Develop appropriate administrative and human resources policies, systems and procedures
  - Executive Committee to hire consultant (possibility of funding from IFAD through AFAAS)
- Put in place processes for statutory registration of MaFAAS
  - Executive Committee with funds from ASWAp-SP or MDTF
- Develop a framework for asset acquisition
  - Executive Committee to organize a task team to develop framework
- Establish a formal working agreement with DAES/MoAFS
  - Executive Committee to organize a task team to develop working agreement documents
- Framework for membership to MaFAAS to tackle criteria, recruitment, subscription, maintenance and disciplinary issues
  - Executive Committee to organize taskforce to present to General Assembly

##### Resource Mobilization

- Identify and increase the number of donors
  - Executive Committee to organize workshop to develop budget
  - Organize a workshop with DCAFS and present concept note, strategic plan and projected budget
- Establish revenue generation through appropriate social enterprises
  - Work with AFAAS to explore funding from social investors such as kiva.org
  - Explore crowd funding where we appeal to many stakeholders e.g. farm radio symposium approach
  - Explore possibility of endowment funds – where you invest capital funds and use only the interest

##### Publicity and communication

- Publicise the existence and boost the image of MaFAAS through development and distribution of appropriate promotional materials
  - Executive Committee to organize a Task Team to develop a communication strategy
  - Produce newsletter for every major event
  - Produce a jingle on MaFAAS
  - Produce radio and TV documentaries for MaFAAS
  - Explore the sms approach
  - Manage MaFAAS group at AFAAS virtual platform and in future get an install of a virtual platform for MaFAAS

#### **4.1.15 MaFAAS CONSTITUTION**

#### **BY MR. HENRY MSATILOMO, CHIEF AGRICULTURE EXTENSION OFFICER, DEPARTMENT OF AGRICULTURAL EXTENSION SERVICES**

The Malawi Forum for Agricultural Advisory Services (MaFAAS) is a not-for profit country organization of National Agricultural Extension Systems (NAES) in Malawi. MaFAAS aims at enhancement of rural livelihoods through improved provision of agricultural advisory services.

Now therefore, in accordance with agreements made during the said meeting, the Malawi Forum for Agricultural Advisory Services is established as follows:

#### **ARTICLE 1: NAME**

The name of the organization shall be “Malawi Forum for Agricultural Advisory Services (hereinafter referred to as the Forum) also known as MaFAAS.

#### **ARTICLE 2: HEADQUARTERS OF MaFAAS**

The Headquarters of MaFAAS shall be in Lilongwe.

#### **ARTICLE 3: THE LEGAL STATUS OF THE NETWORK**

- 3.1 The Forum shall conduct its business without purpose of financial gain for its members, and no part of any of its income shall be payable or otherwise available for the personal benefit of members and any profits or other accretions to the Forum shall be used for promoting its purpose.
- 3.2 The Forum shall carry on works exclusively as enshrined in this constitution and shall be non-profit making nature.
- 3.3 The provision of this shall not be subject to any amendment.

#### **ARTICLE 4: VISION**

- 4.1 The network envisions agricultural advisory services that efficiently and effectively contribute to sustained growth and transformation of agriculture.

#### **ARTICLE 5: MISSION**

The mission of the Forum is to create harmonization, standardization and add value to initiatives in agricultural advisory services through sharing of information and increase professional interaction.

#### **ARTICLE 6: AIMS AND OBJECTIVES**

The objectives of the Forum are to:

- 6.1 Promote the exchange of information, innovations and human resources.
  - By documenting available technologies and other information.
  - By documenting and disseminating “best practices in agricultural advisory services.

- By promoting partnerships and linkages with other networks, partners and stakeholders, and
  - Adding value to ongoing initiatives in agricultural advisory services.
- 6.2 Improve the capacity of agricultural advisory services partners and members by:
- Promoting capacity building in all aspects agricultural advisory services.
  - Enhancing professional growth of the agricultural advisory service providers.
  - Providing further training in agricultural advisory services for members.
- 6.3 Influence policies and programmes related to agricultural advisory services by:
- documenting such policies in Malawi
  - documenting and sharing best practices and lessons learned
- 6.4 Improve the quality/quantity of agricultural advisory services in Malawi
- 6.5 Identify, encourage and support operational research in agricultural advisory services by:
- Pro-actively identifying issues likely to affect agricultural advisory services and develop strategies or mobilize capacity to deal with them.
- 6.6 Coordinate donor efforts and input in agricultural advisory services, and
- 6.7 Undertake any other activities geared towards development of agricultural advisory services.

#### **ARTICLE 7: FUNCTIONS OF THE FORUM**

In pursuit of its mission, the Malawi Forum of the Agricultural Advisory Services will have the following functions:

- 7.1 Providing a country forum on issues related to agricultural advisory services including:
- a. Fostering ownership of agricultural advisory services at national level
  - b. Determining the national agricultural advisory services priorities based on existing constraints and opportunities
  - c. Undertaking agricultural advisory services research and evaluation
  - d. Electing country representatives to the African Forum for Agricultural Advisory Services general assembly
  - e. Coordinating and monitoring all agricultural advisory services activities within the country and ensuring that activities proposed for MaFAAS are in line with the country priorities
  - f. Linking with other national agricultural support service providers such as research, input dealers, markets etc

#### **ARTICLE 8: MEMBERSHIP**

Membership of the Malawi Forum of the Agricultural Advisory Services will be open to public and private sector providers of agricultural advisory service, namely government departments,

civil society organizations (NGOs, Farmer organizations), agricultural training institutions (universities and colleges), banks, the media, research institutions, agro processors, input and produce traders, transporters, and affiliate members from regional and districts agricultural advisory services. Some stakeholders will be ex- officio members of the Executive Committee and these will include a farmer organization, an academic institution, a research institution, and a government institution; the Principal Secretary for the Ministry of Agriculture and Food Security will be the advisor of the MaFAAS.

## **ARTICLE 9: CESSATION OF MEMBERSHIP**

- 9.1 A person or institution shall cease to be a member of the Forum
- a. upon submission of his or her resignation in writing to the National Forum.
  - b. On his or her death or
  - c. On being expelled
- 9.2 A member may be expelled by a special resolution of the majority of members duly passed at a General Meeting.
- a. A notice of special resolution for expulsion shall be accompanied by a brief statement of the reason for the proposed expulsion.
  - b. The person who is the subject of the proposed resolution for expulsion shall be given an opportunity to be heard at the general meeting before the special resolution is put to vote UNLESS after due notice, the said subject without giving reason or fails or neglects to attend the said general meeting.

## **ARTICLE 10: RIGHTS OF MEMBERS**

- 10.1 Every member of Malawi Forum for Agricultural Advisory Services shall have a right to participate fully in the activities of the network under the oversight of the Forum.
- 10.2 National Forum members may attend Forum meetings as official members.

## **ARTICLE 11: ORGANS OF THE NATIONAL FORUM**

- 11.1 The Forum shall have the following:
- a. An Executive Committee which will consist of the following elected members:
    - Chairperson
    - Vice chairperson
    - Secretary General
    - Treasurer
    - Three (3) Committee members of whom shall be elected by the general assembly
- 11.2 Funding for the Forum

Members of the Forum shall be responsible for raising funds to run the activities of the Forum through various activities. Membership fees, subscriptions and grants will be some of the sources for funds

### 11.3 The Role of the Secretariat of the Malawi Forum

The secretariat of the Malawi Forum for Agricultural Advisory Services shall be based in Lilongwe and it shall be responsible for the execution of policies and procedures of all members including:

- a. The efficient running of the Malawi Forum for Agricultural Advisory Services and ensuring good conduct of all members
- b. The management and administration of funds, property and general affairs of the Malawi Forum for Agricultural Advisory Services.
- c. Providing linkage with African Forum for Agricultural Advisory Services and other stakeholders
- d. Preparation of annual account of the Malawi Forum for Agricultural Advisory Services
- e. Implementation of policies of the Malawi Forum for Agricultural Advisory Services
- f. Out sourcing technical assistance
- g. The secretariat will be headed by a Coordinator assisted by paid staff
- h. The Coordinator will be the secretary to the Executive Committee

### **ARTICLE 12: TENURE OF OFFICE OF THE EXECUTIVE COMMITTEE**

The term of offices for office bearers of the Executive Committee will be three years. Office bearers can be re-elected for a maximum of two terms.

### **ARTICLE 13: ESTABLISHMENT OF SUBCOMMITTEES**

13.1 The executive committee or the General Assembly (which ever may be appropriate) may appoint such standing and ad hoc committee as it deems it necessary and refer to such committee on any matter.

### **ARTICLE 15: MEETINGS**

15.1 The Executive

- a. The executive committee shall meet for a minimum of four times a year (quarterly) but can meet more frequently depending on need. The chairperson, or in his/her absence the vice chairperson or in his/her absence such a member as appointed in that behalf by the members attending the meeting, shall preside at all meetings of the executive.
- b. The quorum at any meeting of the executive shall be at least one half.
- c. The executive committee may invite any person to advise it at any of its meetings as it may deem fit but such a person shall not vote on any matter.

15.2 Subject to the paragraph (c) of article 15.1(c) the executive committee may act notwithstanding any vacancy in its membership and no action or proceedings of the executive shall be invalidated by reason only of some defect in the election or appointment of a member thereof.

### **ARTICLE 16: THE NATIONAL FORUM**

16.1 This constitutes of individuals, institutions or organizations involved in agricultural advisory services or undertaking activities in or related to agricultural advisory services.

- 16.2 Where National Forum have not been formed yet, members/agricultural advisory services bodies of the country could become members of the network though the network secretariat. And all members shall be governed based on the guidelines for the Forum.

#### **ARTICLE 17: THE SECRETARIAT**

- 17.1 There shall be a network secretariat, which shall consist of such members as the executive may from time to time determine.
- 17.2 The network secretariat shall carry out the day to day running of the affairs of the Forum and do all such things as the executive may direct from time to time.
- 17.3 The network secretariat will be the facilitative body of the National Forum.

#### **ARTICLE 18: POWERS AND DUTIES OF THE SECRETARIAT**

- a. The secretariat shall be responsible for the management of the assets of the network with full powers to execute transfers.
- b. The executive may approve conveyances, mortgages and other instruments relating to the network's assets.
- c. The secretariat shall be responsible for the custody of the common seal of the network designed and approved by the executive.
- d. A document executed by the secretariat shall be deemed valid upon being endorsed by the common seal, signed by the secretariat head and authenticated by the chairperson of the Forum.
- e. The secretariat shall be requested in accordance with the law for the time being in force.

#### **ARTICLE 19: ANNUAL GENERAL ASSEMBLY**

- a. Be used as a Forum for sharing experiences in agricultural advisory services.
- b. Discuss and make recommendations for implementation by the executive committee on any matter relating the Forum
- c. The General Assembly shall be responsible for:
  - a. Electing members to the Executive Committee.
  - b. Approving budgets and statements of finance
  - c. Appointing auditors for its books of accounts

#### **ARTICLE 20: FINANCE**

- a. The network shall operate such Bank Account(s) as shall be determined from time to time b the executive committee and shall be managed by the secretariat.
- b. All finances or funds received by the National Forum and expenses incurred shall be shown in a Report prepared by the secretariat and verified by the chairperson and Secretary General PROVIDED always the said Financial Report shall be subject to an audit in accordance with the constitution.
- c. No funds of the Forum shall be withdrawn without endorsement by the Chairperson, Treasurer and Secretary General.
- d. Allowances or such remuneration shall be given or otherwise paid to all officers of the Forum as shall be decided by the Executive.
- e. The source of the finances or funds shall be donations, grants and subscription fees.



## **ARTICLE 21: FUNDS FOR THE FORUM**

- 21.1 The funds for the National Forum shall consist of
- a. monies collected as membership and subscription fees
  - b. Donation
  - c. Endowment funds
  - e. any loan granted to the network in the course of the discharge of its functions under this constitution.
- 21.2 The funds of the Forum shall only be used for those purposes as are conducive to and consistent with the objectives of the Forum..
- 21.3 Subject to the provisions of this constitution, it shall be the duty of the secretariat to collect, receive and deposit to the credit of the Forum and disburse all or any part of such funds as may be authorized by the executive.

## **ARTICLE 22: BORROWING POWER**

- 22.1 The Forum may, subject to the approval of the general assembly borrow any money required by the Forum to meet any of its obligations or discharge any of its functions under this constitution.
- 22.2 Any approval given under clause (1) may be either general or limited to a particular borrowing or otherwise and shall be subject to conditions.

## **ARTICLE 23: ACCOUNTS AND AUDIT**

- 23.1 The Forum shall keep proper books of accounts and proper records in relation thereto.
- 23.2 For purpose of this article, proper books of accounts shall be deemed not to have been kept with respect to the business of the Forum if there are no such books necessary to give a true view of the state of affairs of the network and to explain its transactions.
- 23.3 The Accounts shall in respect of every calendar year, be subject to audit by an auditor appointed by the General Assembly.

## **ARTICLE 24: PROPERTY OF THE FORUM**

- 24.1 The Forum may acquire any movable or immovable property that shall vest in the National Forum.
- 24.2 Assets – all the real and movable property and all investments and assets belonging to the Forum shall be vested into the trustees who shall deal with and dispose of all any of property of the Forum vested in them in accordance with the duly passed resolution of the Annual General Assembly.

## **ARTICLE 25: DISSOLUTION**

- 25.1 The Forum shall not be dissolved except by special Resolution duly passed at the General Assembly by a vote of not less than two thirds of the total membership. If the quorum is not realized for this meeting, the proposal to dissolve shall be adjourned to further meeting to be held at least one month later of which members shall be informed in writing at least three weeks before the date of the meeting.
- 25.2 When the dissolution shall have been approved, the office bearers shall deal with collection and liquidation for cash of all assets of the Forum subject to:
- d. payment of all outstanding debts, and

- e. such resolution for the dissolution of the Forum shall give instructions for the disposal of any assets held by or in the name of the network provided that if any property remains after the satisfaction of all debts and liabilities, such property shall be given or transferred to such other institution(s) or having objections similar to some or all of the objectives of the network as the General Assembly may determine.

## **ARTICLE 26: AMENDMENTS**

- 26.1 Subject to the express provision of this constitution to the contrary amendments to the constitution shall be made by at least (two thirds) majority of vote of the General Assembly.
- 26.2 Notices of such amendments shall be circulated to all members of the National Forum and general meeting if no objection to the proposed amendments is raised; the amendment shall be deemed to have been approved and shall be taken as part of the constitution.

## **ARTICLE 27: GENERAL**

### **Byelaws:**

The Forum may make byelaws regulating

- a) The duties, other than those specified in the constitution, to be performed by any office or organ of the Forum.
- b) The qualifications for holding any office of the Forum.
- c) The membership to be paid by a member.
- d) The conditions for membership of the Forum.
- e) The procedure for elections for Forum office bearers.
- f) Administrative set-up of the Forum.
- g) The network shall make a code of conduct for the office bearers and members of the Forum, and
- h) The language to be used at meetings.

## **ARTICLE 28: INTERPRETATION**

In this constitution, unless the context otherwise requires:

- a. "Forum" means a Forum established under article (1) of this constitution.
- b. "Financial year" means a period of twelve months ending on the 31<sup>st</sup> day of December.
- c. "Function" includes powers and duties.
- d. "Member" means a member under the provisions of article 8.
  - Act – means the legal act under which the organization is registered.
  - AGM – means the Annual General Meeting.
  - "MaFAAS" means Malawi Forum on Agricultural Advisory Services.
  - "Common Seal" means an official seal (could be a rubber stamp) used on important legal documents.
  - "HONORARY MEMBER" means the executive committee may confer honorary membership to any person or entity. This class of membership shall pay no subscription and voting.
- e. AAS – Agricultural Advisory Service(s).

f. Annual fee – means yearly subscription paid by a corporate body as determined by the Forum.

\* Some likely standing committees to be appointed:

1. Strategy and business planning oversight committee
2. National Intervention Committee
3. Innovations studies and lesson learning committee.

Essentially each output has a technical committee associated with it.

**ARTICLE 29: COMING INTO FORCE**

Now we the members of the “Malawi Forum for Agricultural Advisory Services (MaFAAS)” do hereby adopt and bind ourselves and posterity to this Constitution this.....day of.....2012.

Signed for and on behalf of the Forum:

.....  
**CHAIRPERSON**

.....  
**SECRETARY GENERAL**

#### 4.2 ANNEX TWO : PARTICIPANTS LIST

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