



Experiences with the Farmer Business School (FBS) approach in Africa

Sector Network Rural Development Africa (SNRD)

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Preface and acknowledgements

“We are used to get technical advices concerning agricultural practices. But with the Farmer Business School training (FBS) we understood why for example to measure our plots and to respect planting density is important: It's for our own money. This is why we are going to change our way of doing agriculture. Come back in one year and you will see: We are businessmen.”

Pineapple farmers from Hovè in Togo after the FBS Training in April 2015

The Farmer Business School Approach has been developed by the Project “Sustainable Cocoa Business (SCB)” of GIZ in 2010 with support from World Cocoa Foundation and the Bill & Melinda Gates Foundation. In April 2015, FBS service provision will exceed the number of 400,000 farmers trained in 12 African countries. More and more GIZ projects and more and more partners are interested to adapt the approach to their particular needs. FBS becomes a unique selling point of GIZ.

This is why members of SNRD *Africa* (Sector Network Rural Development) Working Group Agribusiness and Food Security (ABFS) decided in May 2014 to get an overview on expansion of FBS across Africa. Our specific objectives are to learn more how this approach is implemented as a service, to get evidence about involved cost and to get some ideas perspectives for sustainable implementation and institutionalization of FBS. The working group asked two consultants, Mr. Eiligmann and Mr. Mbahe, to work on these questions. This document is the result of their work.

On behalf of the Working Group, I would like to thank the two consultants, Mr. Alfons Eiligmann and Mr. Rigobert Mbahe, for compiling this excellent study. I further would like to express my gratitude to Mrs. Annemarie Matthes, who conceived the FBS approach with her team in 2010 for the backing concerning this study. Furthermore, I insist on special acknowledgements to Mr. Paul-Mathias Braun and Mr. Wolfgang Bertenbreiter for their support to this work. I also would like to express our gratitude to Mr. Thomas Breuer and the Sector project “Agricultural Trade and Value Chains” for supporting the editing process and the design and also for co-funding the release of the study. Thanks also to all the other persons, programmes and institutions for their contributions, time and most relevant information.

Moritz Heldmann

Speaker of the SNRD Working Group Agribusiness and Food Security

Lomé, Togo, 5th April 2015

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Abbreviations

ABFS (SNRD)	Working Group Agribusiness and Food Security
AGRITEX	Department for Agricultural, Technical and Extension Services
AISP	Agricultural Input Supply Project
ANADER	Agence Nationale d'Appui au Développement Rural
ATVET	Agricultural Technical Vocational Education and Training
BF	Burkina Faso
BJ	Benin
CAADP	Comprehensive Africa Agriculture Development Programme
CamCCUL	Cameroon Cooperative Credit Union League
CI	Côte d'Ivoire
CM	Cameroon
CARI	Competitive African Rice Initiative
COCOBOD	Ghana Cocoa Board
COMPACI	Competitive African Cotton Initiative
DGPER	Direction Générale de la Promotion de l'Economie Rurale
DPP	Development Partnership with the Private Sector
ECOM-ZAMACOM	ECOM Trading
FAO	Food and Agriculture Organization of the United Nations
FBS	Farmer Business School
FMARD	Federal Ministry of Agriculture and rural Development (Nigeria)
GAP	Good Agricultural Practice
GH	Ghana
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GPS	Global Positioning System
ICAT	Institut de Conseil Appui Technique
iMPACT	Mars Partnership for African Cocoa-Communities of Tomorrow
JICA	Japan International Cooperation Agency
M&E	Monitoring and Evaluation
MAEP	Ministère de l'Agriculture, de l'Elevage et de la Pêche
MIFED	Microfinance et Développement (Cameroon)
MINADER	Ministère de l'Agriculture et du Développement Rural
MINAGRI	Ministère de l'Agriculture
MK	Malawi Kwacha
MW	Malawi
MOAP	Market-Oriented Agricultural Programme
MOFA	Ministry of Food and Agriculture (Ghana)
MZ	Mozambique
NIRSAL	Nigeria Incentive-based Risk sharing System for Agricultural Lending
NG	Nigeria
NGO	Non-governmental organization
NWK Agri Services	Name of an agri-business service provider in Zambia
ONCC	Office National du Cacao et du Café (Cameroon)
ProDRA	Programme pour le Développement Rural et l'Agriculture au Togo
ProAGRI	Programme Promotion de l'Agriculture (Benin)
PROFIAB	Promotion des Filières Agricoles et de la Biodiversité
PDA	Programme de Développement de l'Agriculture
RMG Sahel Farming	Name of a private company
SCB	Sustainable Cocoa Business project
SECO	Swiss State Secretariat for Economic Affairs
SNRD	Sector Network Rural Development
SSAB	Sustainable Smallholder Agri-Business programme
TG	Togo
ToT	Training of Trainers
TZ	Tanzania
WACOT	West African Cotton Company Ltd.
ZM	Zimbabwe

Executive summary

Farmer Business School (FBS) is an approach developed by the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)* with support of the Bill & Melinda Gates Foundation and member companies of World Cocoa Foundation to promote entrepreneurial skills of smallholder farmers. FBS focuses on improving the farmers' business skills as an important prerequisite for the adoption of improved techniques and investments in agricultural production. FBS targets at changing the mind-set of farmers by sensitising them for market opportunities and possibilities to improve productivity, family income, and nutrition. The core of its modules is income-oriented decision making based on cost-benefit analyses of different technologies for a lead crop and two other food crops, combined with strategy development to diversify income. Monitoring results and independent studies demonstrate the effectiveness and impact of FBS regarding these aspects, and the increasing training-demand from farmers as well as training evaluation by farmers reveal how much FBS fits to their needs.

A Farmer Business School usually comprises 25–30 farmers who are trained on five subsequent mornings with four to five hours per day. Trainings take place within the farming communities in very diverse locations, such as communal houses, churches, warehouses, schools, meeting rooms of cooperatives, houses of village chiefs, rural agricultural training centres or under a tree close to clay walls for visualising posters. Different partner structures, such as public or private extension services, parastatal sector bodies such as Ghana Cocoa Board, financial institutions, NGOs, private sector organisations or private companies implement the trainings.

Originally developed for cocoa production systems in West and Central Africa by the Sustainable Cocoa Business project (SCB) in 2010, the potential of the approach was quickly recognised. Today, eight GIZ projects apply FBS to twelve different lead crops in twelve countries in West, Central, and East Africa. Three other projects plan to introduce FBS in the first half of 2015. More than 2,000 FBS trainers have been qualified. In April 2015, FBS service provision will exceed the number of 400,000 farmers trained.

The study documents the experiences in application, adaptation and financing of FBS service delivery in different African countries and agricultural farming systems. Institutional arrangements are studied as well as service providers and implementers of FBS. The study documents the relevant experiences and upscale learning within the community of FBS practitioners. For this purpose, all eight projects applying FBS were interviewed with a questionnaire and four case studies were conducted. The assessment was implemented on behalf of the Working Group Agribusiness and Food Security (ABFS) of the Sector Network Rural Development in Africa (SNRD) with major support of the *Programme pour le Développement Rural et l'Agriculture au Togo (ProDRA)* of the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)*.

FBS is currently being applied in Ghana, Nigeria, Côte d'Ivoire, Togo, Benin, Burkina Faso, Cameroon, Zimbabwe, Zambia, Mozambique, Malawi and Tanzania. Training material exists for cocoa, cotton, rice, cashew, coffee, sesame, horticultural products, oil palm, potato, groundnuts, mango and tomato. On average, 20–44 percent of farmers trained are women. In the cases of Zimbabwe and rice farmers in Nigeria, the majority of farmers trained are women. 10–87% of farmers trained are illiterate.

Projects are in general able to adapt and introduce FBS without major difficulties. A preparation time of three months seems to be a realistic estimate if a project introducing FBS gets support from the Sustainable Smallholder Agri-Business programme (SSAB) programme, the successor of the SCB project which initiated FBS. The challenge is especially to deal with the organisational structures of the institutional partners and to ensure their co-financing of the FBS trainings. Time and efforts needed for discussion, convincing all parties involved, agreement on implementation details etc. were sometimes underestimated.

All projects developed their trainer capacity with the help of a small group of eleven master trainers from the SSAB programme. For the qualification

of trainers, the training of trainers (ToT) is usually followed by gaining further experience as a co-trainer under supervision in two workshops. After the ToT and the two so-called learning-trainings, the new FBS trainer is supposed to be initially qualified, but will still continue to provide a few further FBS schools together with a colleague before conducting trainings alone. Between four and 36 trainings are conducted per trainer and year. This corresponds to 100-900 farmers trained per trainer per year. On average, each trainer carries out about eleven trainings per year, covering about 275 participants.

Without counting trainer salaries, the direct cost of providing FBS trainings ranges from 8-13 € per farmer on average in the different projects. This amount reflects the real cost that an organisation needs to consider for FBS provision if staff is available. In some countries, projects manage to have direct cost as low as 7 € per farmer due to large scale outreach. If trainer salaries are taken into consideration, the total direct cost ranges from 11-17 € per farmer trained on FBS. The indicated trainer salary cost ranges from 3 to 4 € per farmer trained.

The predominant organization model of FBS trainings is an integrated approach embedding FBS trainings in other service delivery models. This applies to linking FBS delivery to regular extension service provision by public extension services and to extension services provided in contract farming or by civil society organisations. In other cases, FBS service provision is linked to financial service provision in cooperation with financial institutions (particularly micro finance institutions). It is rather the exception to organise FBS trainings as a standalone training service. Three main FBS financing models can be distinguished:

1_ Training cost at farm level is more or less fully covered by the partner. This is the case with some partners of the SSAB programme like Ghana Cocoa Board, the Nigeria Incentive-based Risk Sharing System for Agricultural Lending (NIRSAL), the Office National du Cacao et du Café (ONCC) in Cameroon, the Cameroon Cooperative Credit Union League (CamCCUL), and the companies OLAM Blommer, Ecom-ZAMACOM,

Mars/ICRAF (Côte d'Ivoire). Training cost at farm level is also more or less fully covered by the institutional partner in case of the Department for Agricultural, Technical and Extension Services (AGRITEX) in Zimbabwe;

2_ Only FBS trainer salaries are mostly covered by the institutional partner, whereas training material, trainer equipment, allowances and fuel cost are covered by GIZ (ProDRA in Togo, CARI or SSAB with some public and civil society partners). With further institutionalisation of the FBS approach, cost coverage of the partner shall be increased to ensure sustainability;

3_ All training cost at farm level is covered by the project.

An important lesson learned in Togo is that, though the political partners are convinced about FBS, institutionalisation needs a comprehensive pilot phase and evaluation for long-term decisions. Proven performance, i.e. impact, is a prerequisite to introduce FBS formally as a regular instrument with a budget line in the national extension system.

Post-training support for the farmers is generally considered important for translating the acquired knowledge and skills into improved outcome so that the farmers can really benefit from the trainings. The organisation of the post-training support differs from project to project, as it also implies sufficient budget to be allocated. In most cases, the training participants form groups which help them to continue the learning process and to assist each other in completion of the workbooks. Usually a focal person in each group serves as a contact person for the training organisers. FBS trainers visit groups to support group members for application and business initiatives and, in some cases, carry out refresher trainings. On average, post-training support is estimated to be six days per group. A weak point in some countries is the low rate of farmers who use their workbooks actively. In some FBS schools in Togo, only 5% filled in their workbooks. Follow-up of the training needs to be intensified.

As the most remarkable result of FBS trainings, the projects indicate:

- FBS changes smallholders' minds with a general vision of farming as a business that must perform the life standard of farmers. It is just a pleasure to listen to extension agents and farmers after their training experiences (SSAB, COMPACI, ProDRA);
- People understand that farm decisions are taken on the basis of data (MOAP);
- A great enthusiasm is observed in villages where FBS took place, underlined by increasing demand of farmers which were not yet trained (SSAB/ProAGRI/COMPACI);
- Better cocoa quality and yields, however not translating in significantly more income due to oscillating prices, except Ghana where price is fixed (SSAB);
- Increase of diversified incomes of food production buffers oscillations of cocoa income (SSAB);
- Human capacity development of extension service has led to higher satisfaction of farmers with quality of extension services received (AISP);
- Participants use the FBS certificate to obtain loan from a micro finance bank in their respective locations. The partnership between NIRSAL and SSAB include certificate issued after the training to be used as collateral (SSAB);
- Farmers learn how to measure their fields and are able to identify the exact amount of chemical, fertilizer and seeds they need for the first time. Also the module on "Money-In Money-Out" is most important for their budgeting and planning. Recovery rates for inputs improved (COMPACI Zambia, Malawi).



FBS Training in Cameroon

All projects report a very positive feedback from their institutional partner concerning FBS provision:

- Partners are proud of the innovation, achievements and impacts (SSAB);
- Partner has a very positive impression and attitude. However, they want to wait for first impact evaluation results before getting fully committed (ProDRA);
- Very high demand for FBS training (AISP, SSAB, ProDRA);
- Institutional partner has a good impression of FBS (PDA, CamCCUL, MINADER, Dioceses);
- Private companies are very happy with the first batch of farmers trained under the cocoa project (iMPACT). The Ministry of Food and Agriculture (MoFA) viewed the FBS as essential in that they even requested that the project made available financial provision to expand the training to other farmers outside the intervention areas of producing cocoa (MOAP);
- FBS is viewed as a kind of institutional and capacity development that can be leveraged on by any of their future project partners (CARI);

➤ FBS is good and encouraging. Partners think that with an improvement of education, alphabetisation and extension services, as well as with the further dynamic development of cooperatives to take care of the follow up, the understanding and application of FBS content by the farmers will become even better (ProAGRI/COMPACI);

➤ Positive, good, appreciation is visible (COMPACI).

Conclusions for new projects introducing FBS are:

- With guidance and support from the SSAB programme, recommendations of this study and experienced master trainers as short-term consultants, FBS can be adapted and introduced quickly. Three months seem to be a good estimate for the preparation time needed;
- It is important to understand that FBS has been developed for large outreach (at least 5,000 producers).
- Projects should start based on existing FBS material for their targeted crops and should compare this with the material of other projects working under similar framework conditions in terms of literacy level and farm management;



An extension agent in Central Togo giving an FBS lesson to cashew farmers

- Projects should let the partner participate in the adaption process from the beginning, in terms of capacity development and as a pre-requisite for higher ownership;
- New projects should clarify their institutional approach and capacity building needs from the beginning and plan how many FBS trainers are needed to become operational;
- The provision of FBS in combination with subsequent technical trainings like GAP, FFS, etc. or in combination with the provision of financial services is an advantageous model;
- Institutionalisation in government extension services may need a comprehensive pilot phase and evaluation for long-term decisions. Proven performance is a prerequisite to introduce FBS formally as a regular instrument with a budget line in the national extension system.

The financial capacity of private sector partners and NGOs to provide FBS service provision sustainably should be estimated realistically.

Recommendations for an improved management of the FBS approach are:

- There is a need to set and supervise standards for FBS, e.g. in terms of use of the name “Farmer Business School”, modules, principles, and tools applied or quality standards for trainer certification. The SNRD Working Group ABFS could contribute to this standardisation under guidance of SSAB. An adequate platform or organization should be defined for this issue, e.g. an association, tackling also issues of intellectual property;
- There should be a database with electronic versions of all FBS training formats developed by the different projects in order to make the reference material easily available to new projects under guidance of SSAB;
- There is a need to have more FBS master trainer capacity in different countries which can be used by new projects. There is also a need for more FBS consultants with the capacity to adapt the training material to new contexts;
- The FBS projects should use a unified language, e.g. FBS consultant, FBS master trainer, FBS trainer. FBS trainer and master trainer certification is recommended and concepts tested under SSAB can be used;
- Further FBS impact evaluations should be conducted beyond those of SSAB programme for generating more quantified data about the results and impact of FBS provision.



Cotton producer during FBS training



FBS Lesson in Zimbabwe

1 _ Introduction

1.1 Background

This study was prepared on behalf of the *Programme pour le Développement Rural et l'Agriculture au Togo (ProDRA)* and the Working Group Agribusiness and Food Security (ABFS) of the Sector Network Rural Development in Africa (SNRD) of the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)*.

ProDRA is a bilateral initiative of the German and Togolese governments and has adapted the Farmer Business School (FBS) approach in Togo on behalf of the *Ministère de l'Agriculture, de l'Elevage et de la Pêche (MAEP)* which intends to apply a more innovative and entrepreneurial approach in agricultural extension in order to foster sustainable impact in different value chains. A current challenge for ProDRA and its partners in Togo is how to implement the approach sustainably with cost-effectiveness and a clear perspective of institutionalisation. In this sense, Togo wants to learn from the experiences of other countries how this approach is implemented in service delivery on the ground and what the perspectives for a sustainable application beyond GIZ support in the context of existing dynamics and transformation in rural areas are.

The GIZ Sector Network Rural Development in Africa (SNRD) and its Working Group Agribusiness and Food Security (ABFS) with members from all over Africa is dedicated to foster learning and

exchange of information among its members. It is a platform to discuss experiences made by members in order to make them available to other projects. Learning from the experience of other projects shall have an influence on the planning of new initiatives and shall allow ongoing projects to improve their results, in particular concerning business capacities, income generation, nutrition and food security. During a meeting of the ABFS working group in May 2014, the members decided to conduct this study on experiences of the Farmer Business School (FBS) a service.

The Farmer Business School (FBS) approach is a new methodology, which has been developed for cocoa production systems (including maize and cassava) by the Sustainable Cocoa Business project (SCB) of GIZ and international/local partners in Ghana, Nigeria, Côte d'Ivoire, and Cameroon in 2010. FBS focuses on smallholders' business skills as an important prerequisite for investment strategies and for conscious and conducive adoption of improved techniques as the current lack of such skills is a serious shortcoming in many development programmes. The SCB project has broadened its approach beyond cocoa production since 2013. Under its new name, the Sustainable Smallholder Agri-Business Programme (SSAB) supports other GIZ programmes in different countries across Africa to adapt FBS to different farming systems, generally based on lead crops such as cashew, cotton, coffee, rice and complementary food crops.

1.2 Objectives of the assignment

The study documents the experience in application, adaptation and financing of FBS service delivery in different African countries and agricultural farming systems. Institutional arrangements are studied as well as service providers and implementers of FBS. The study shall help to document the relevant experience and upscale learning within the FBS community. This shall contribute to the development of the organisational capacity of service providers to host the FBS development. Outreach of FBS application shall be increased.

The main focus of the study is on:

- › Providing an overview on the existing application of FBS in different contexts;
- › An analysis of the cost structure and funding sources;
- › An assessment of the institutional arrangement, particularly of the degree of integration in service provision and the sustainability of FBS provision;
- › The documentation of four good practice case studies.

1.3 Methodology

Two international consultants, the FBS master trainer Mr. Rigobert Elarion Mbahe from Cameroon and the German consultant Mr. Alfons Eiligmann who undertook two evaluations of the FBS approach in 2011 and 2013, were commissioned to carry out the study. The consultants:

- › Prepared three questionnaires on: a) the experiences with the introduction of FBS, b) the cost structure and c) the prospects of institutionalisation;
- › Assessed which projects are currently applying the FBS approach;
- › Sent the questionnaires to the identified contact persons in charge of FBS in the different projects and asked them to complete them;
- › Clarified the received information by e-mail and Skype;
- › Assessed the information provided by the different projects;
- › Undertook four field trips to assess four case studies in more details in Togo (ProDRA), Ghana (COCOBOD), Cameroon (MINADER, CamCCUL, Dioceses) and Malawi (COMPACI).

As some projects have different institutional partners and service provision schemes, the assessment was done by the main institutional partner. The preparation of questionnaires started in December 2014 and the field visits took place in January-February 2015.

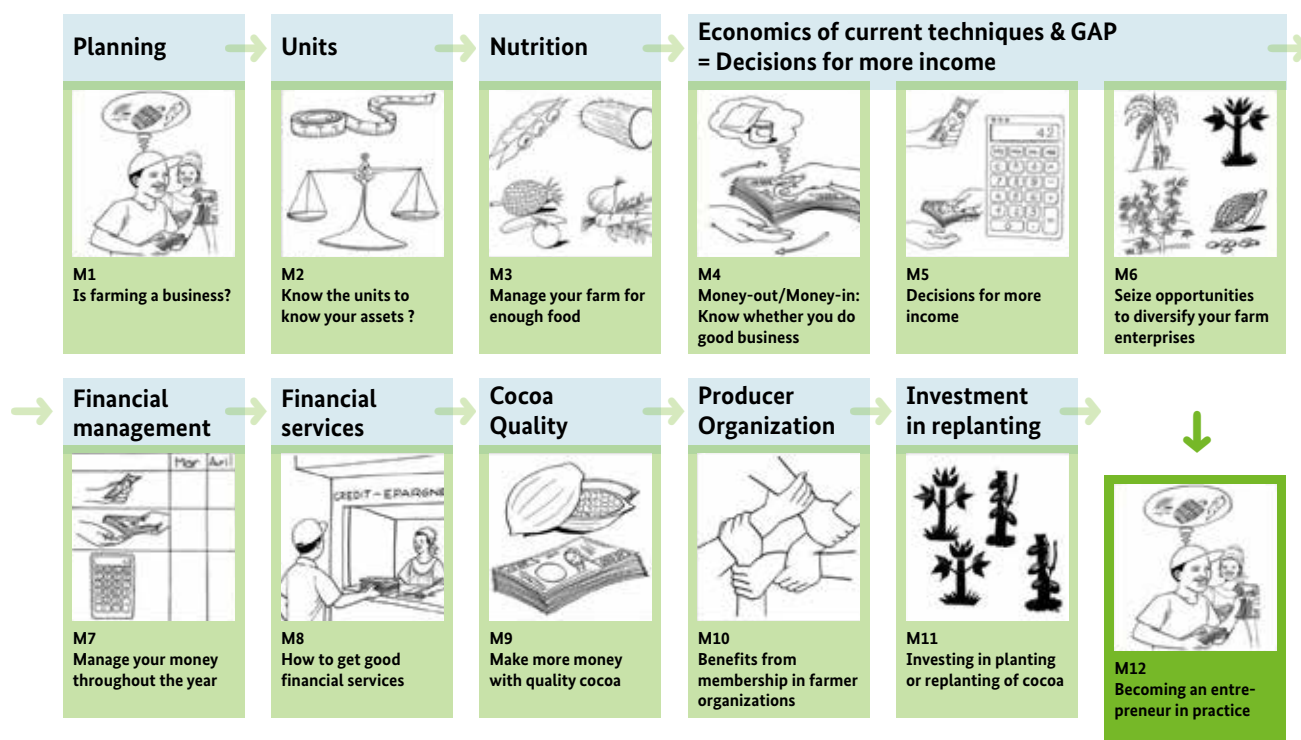
2 _ The Farmer Business School approach

The Farmer Business School (FBS) approach covers one lead product and two other food products and is structured in 11 or 12 modules (for some lead crops the module concerning replanting is not relevant). The training curriculum for cocoa production systems includes:

- | | |
|---|--|
| 1_Principles of farming as a business and planning; | 6_Strategies to diversify incomes; |
| 2_Units and measurement for rational farm management and investments; | 7_Financial management; |
| 3_Basics of human nutrition and farm management for enough food and a balanced diet; | 8_Savings and access to credit; |
| 4_Economics of a lead crop and two other crops (current techniques and recommended Good Agricultural Practice); | 9_Benefits from quality production; |
| 5_Income-oriented decision making based on cost-benefit analyses of different technologies for the lead crop and other crops; | 10_Benefits from membership in farmer-based organizations; |
| | 11_Planning investments in replanting; |
| | 12_How to become an entrepreneur in practice. |

The following figure gives an overview of the different FBS modules as applied for cocoa production systems.

→ Figure 1 | The twelve FBS modules



The curriculum comprises an innovative training program for trainers, modalities of scaling up for large-scale delivery, as well as monitoring and management tools. The training is delivered during five subsequent mornings. Post-FBS support protocols are implemented to enhance application of business tools, initiatives of trained individuals and producer groups or organisations. The training approach combines adult learning (practical, participatory) principles, agricultural extension methods and elements of organisational development that enhance self-reflection towards the change of attitudes and behaviour.

Five years after its introduction in 2010, the Farmer Business School is recognized as a successful new approach to agricultural extension, which aims at turning traditional, often illiterate farmers into entrepreneurs who consider farming as a business.

FBS meets with high enthusiasm of farmers, extension services and projects, and has high potential to promote rural economic development, improve agricultural extension and alleviate poverty widely.

Monitoring results of a GIZ survey among 17,050 FBS graduates in Ghana, Nigeria, Cameroon and Côte d'Ivoire in the pioneering Sustainable Cocoa Business Programme in 2013 demonstrate the effectiveness and impact of Farmer Business Schools:

- › More than 90% of farmers trained are highly satisfied and consider FBS good or excellent. Many of them recommend FBS to neighbours and friends;
- › 40-80% of farmers trained apply business tools taught such as cropping calendar, measuring farm size and a simple form of record keeping (money out-money in);

- 40-90% of farmers trained apply Good Agricultural Practices (GAP) after the training. The findings are confirmed by an external survey (Dalberg report in the related Cocoa Livelihoods Program) which states that over 90% of farmers surveyed in Ghana, Cameroon and Nigeria were applying at least six best practices on cocoa production;
- The high adoption rates of GAP for cocoa production, business tools taught and improved access to inputs led to significantly higher cocoa yields. The majority of farmers report cocoa yield increases of more than 33-50% on average;
- FBS also has a strong impact on the diversification of farming systems and the improvement of nutrition. Diversification with other crops has an incidence between 55-95% and comprises a wide range of other crops such as vegetables, maize, cassava, plantain, etc. and other economic activities. The Dalberg survey in the related Cocoa Livelihoods Program confirms this, stating that in some countries the dependence on income from cocoa production decreased from 93% to 69% (Ghana) and from 96% to 76% (Nigeria) due to the high increase in non-cocoa incomes.

The relevance of the FBS approach for improving agricultural extension systems is obvious when listening to the comments from extension services, projects and farmers having experienced FBS:

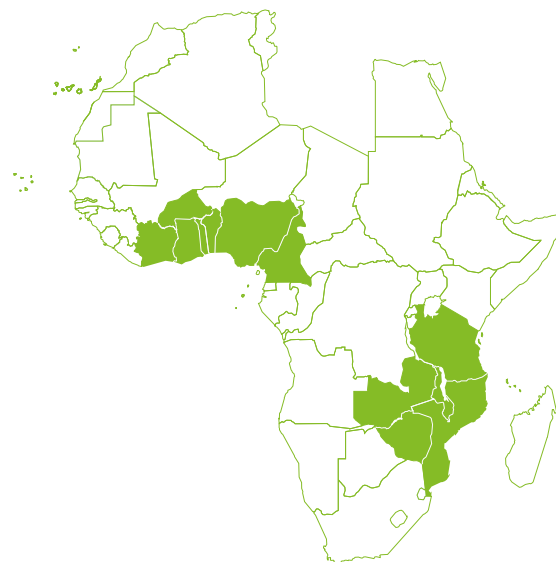
- „FBS is a paradigm shift to extension which was earlier focused on technical trainings“ (Nigeria);
- „FBS highly improves the adoption rates of technical trainings“ (Ghana);
- “Change of mindset as becoming an entrepreneur” (Côte d’Ivoire);
- „If someone asks me today who I am, I introduce myself as an agricultural entrepreneur. People don’t understand immediately what this means. But I am very proud of it” (Togo);
- „FBS has reached more farmers in a short period of time than any other program“ (Nigeria);
- „FBS leads to a better performance of smallholder farms due to better planning” (Cameroon);
- “This tool has created a new dynamic among our farmers. Today, we don’t need to run after the farmers anymore. It is rather the opposite. FBS is a tool which fits perfectly into our extension system, as it does not only include technical aspects but economic and management issues as well” (Togo);
- “The extension agents always told us to apply fertilizer. But we never did. Now I understand that I lose money if I don’t apply fertilizer” (Ghana);
- “We also got some good money from selling cocoa earlier. We used it for buying a new TV screen, but then had no money left to buy fertilizer three months later. Now I think that the old TV screen will still work one more year and I better save the money to buy fertilizer” (Nigeria);
- “Before, I could only afford to send one child to secondary school. Now, two of my children are studying at secondary school” (Ghana);
- “From a total of 34 cashew farmer groups, trained in 2013/2014 with FBS, 13 groups founded – from their own initiative – active cooperatives although GIZ and its partners did not have any additional support or follow up of the program. These farmers told us that they have been motivated to do so because of the FBS training. Today, these farmers use the advantages of their cooperatives like storing and selling the yield together for better prices” (Togo).

3 _ Overview on FBS application in Africa

3.1 Projects applying FBS

FBS has seen a rapid expansion. Only two years after its introduction in 2010, FBS was already adapted to cotton, rice, cashew, sesame and horticultural products in 2012. Since then, every year saw adaptations to new crops. In January 2015, FBS material is available for twelve different production systems. The time line in the following table summarises the introduction of FBS trainings according to crops and countries.

→ Figure 2 | Countries applying the FBS approach



→ Table 1 | FBS timeline

Lead product	2010 ¹	2011	2012	2013	2014	2015
Cocoa	GH, CI, CM, NG			TG		
Cotton			GH, BJ, BF, CI, CM, MW	ZM, MZ	TG	
Rice			BJ		BF, NG	TZ
Cashew			BJ	TG		
Coffee				TG		
Sesame			ZW			
Horticulture			ZW			
Potato				ZW		
Ground nuts				ZW		
Mango				GH		
Oil palm					GH	
Tomato						NG

Since its first development for cocoa in Ghana, Nigeria, Côte d'Ivoire and Cameroon in 2010, FBS is being applied in twelve countries in West, Central and Southeast Africa five years later. In all countries, FBS trainings are continuing. The FBS training material developed for the twelve main crops, including gross margin calculations for seven additional

secondary products, is an important advantage for any new project planning to introduce FBS. Further new applications are currently under preparation. FBS has grown far beyond cocoa production systems. Also for other crops, experiences how to apply FBS are meanwhile available since two to three years and can be compared and evaluated.

¹ Year indicates the start of FBS implementation

As per February 2015, a total number of 393,874 farmers have been trained on FBS by partners of eight different GIZ projects. This means that during these days, FBS will exceed the number of 400,000 farmers trained. The SSAB programme (266,056 farmers trained, 26% women) still

makes up for two thirds of the outreach, but larger number of farmers have already been trained as well by the projects which started to apply FBS in 2012 (COMPACI, ProAGRI and AISP), while only first trainings were implemented by the PDA in Burkina Faso last year.

→ **Table 2 | Overview on FBS projects and farmers trained**

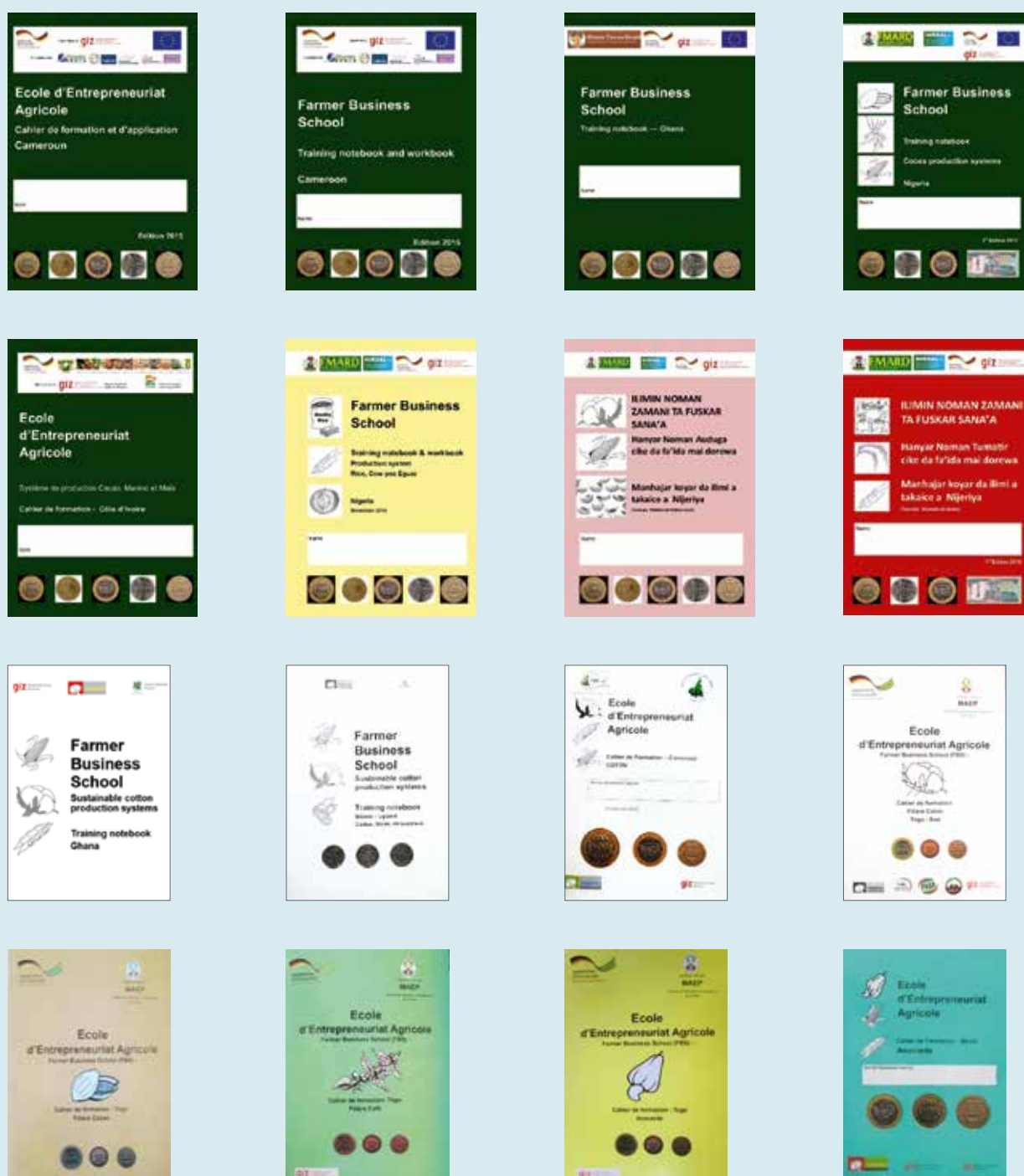
Project	Countries	Lead products	Secondary products	Farmers trained
SSAB	Ghana, Nigeria, Côte d'Ivoire, Cameroon	Cocoa, Rice, Cotton, Tomato	Maize, Cassava, Cow pea, Egusi, Maize, Soy bean	266,056
COMPACI	Malawi, Zambia, Mozambique, Benin, Côte d'Ivoire, Burkina Faso, Ghana, Cameroon	Cotton	Maize, groundnuts	90,917
PRODRA	Togo	Coffee, Cocoa, Cashew, Cotton	Maize, Cassava, Soy Bean, Cow-pea	3,204
PROAGRI	Benin	Cotton, Rice, Cashew	Soy bean, Maize	13,593 ²
AISP	Zimbabwe	Potatoes, Sesame, Groundnuts, Horticultural products	Maize, Ground nuts	15,000
CARI ³	Nigeria, Burkina Faso, Ghana, Tanzania	Rice	Cowpea, Egusi	1,740
MOAP	Ghana	Cocoa, oil palm, mango	Chilli, Maize, Cassava	4,000
PDA	Burkina Faso	Rice	Tomato, Onion	340
Total				393,874 ⁴

SSAB: Sustainable Smallholder Agri-Business Programme; **COMPACI:** Competitive African Cotton Initiative; **ProDRA:** Programme pour le Développement Rural et l'Agriculture; **ProAGRI:** Programme Promotion de l'Agriculture; **AISP:** Agricultural Input Supply Programme; **CARI:** Competitive African Rice Initiative; **MOAP:** Market-Oriented Agriculture Programme; **PDA:** Programme du Développement de l'Agriculture

² An additional 20,274 cotton farmers were trained on FBS in cooperation with COMPACI which are included in the COMPACI figures
³ Ghana not yet started, Tanzania starting in 05/2015

⁴ 976 farmers trained under the iMFACT programme are counted twice under the SSAB and MOAP programmes. The total is therefore reduced by this number.

All the projects above work with material which has been adapted from the original material for cocoa production systems with support from SSAB and COMPACI.



A special case is MOAP, where the material includes additional modules and other inputs from the Food and Agriculture Organization of the United Nations (FAO) and other sources. There is some discussion whether the MOAP material is an own development or a deviation of the “original” FBS. As the material is largely influenced by the “original” FBS, as it goes under the same name, as its trainers have been trained by FBS trainers, and as some farmers trained are counted by both SSAB and MOAP, it is considered to be part of the generic FBS and therefore part of this study.

In most projects, on average, 20-44 percent of farmers trained are women. The percentage of women trained depends on the farming system and country, as well as to what extent the lead crop is mainly a male or female activity. The lowest percentage of women trained on FBS is 12% for cocoa farmers in Côte d’Ivoire, which is due to a focus on cooperatives dominated by male members. It is noteworthy that in two cases, women constitute the majority of farmers trained on FBS (in the case of rice farmers trained on FBS in Nigeria, 58% are women. In Zimbabwe as well, the majority of farmers are women (over 60%).

Depending on the country, the literacy level of FBS beneficiaries is very diverse. Indications of the literacy level range from 90% to 13% only. There are exceptional cases mentioned where, in some areas, the literacy level is even below 5%. Women are particularly concerned when referring to low literacy level. It is thus particularly important that the training is delivered in the native language, while the printed material is in English or French, Portuguese. For cultural compatibility and security reasons in Northern Nigeria, SSAB has edited the first FBS materials in Hausa for cotton and tomato production systems.

Three new projects are planning to introduce FBS in the next few months:

- PROFIAB (Côte d’Ivoire), a bilateral programme of the German-Ivorian technical cooperation is planning to train 10,000 palm oil farmers on FBS. Pilot trainings shall start as soon as March 2015;
- PRO-PLANTEURS (Côte d’Ivoire), a project planned by the German Initiative on Sustainable Cocoa, GISCO is planning to train 20,000 cocoa farmers with a focus on young farmers and women. Project activities are expected to start early 2015;



Calculating during the break, Ghana



Receiving the 1st certificate of her life, Côte d’Ivoire.

- The Food Security and Development of Agriculture Markets Programme, South Sudan, aims to train 3,000 smallholder farmers mainly cultivating maize, sorghum, ground nuts and beans. The programme is using the material developed by the AISP programme which will be further adapted to the South-Sudanese context. The adaptation of the material shall start in March, first pilot trainings are planned to take place in June. The programme aims to combine FBS with Farmer Field School trainings (FFS).
- The country module Cameroon of the Global Programme Innovation Centres for Agriculture and Food Sector will introduce FBS in partnership with SSAB for potato, chicken and onion production.

This means that at least four new projects are coming to still apply FBS this year with the aim to train more than 30,000 farmers. It is interesting to note that at least the programme in South Sudan will start the adaptation of the FBS material not from the “original” version of the programme, but from the “second generation” material developed by the AISP programme in Zimbabwe.

There are a number of projects currently applying FBS, which plan to develop training material for additional main crops. For the following crops, FBS training material shall be available soon:

- Soy bean (SSAB);
- Potato, Chicken, Onion (SSAB & Global programme Innovation Centres);
- Pineapple (ProDRA);
- Sesame, cassava (PDA);
- Citrus, sugarloaf pineapple (MOAP).



Women taking over the role of focal persons in Katsina Nigeria

3.2 Institutional partners of FBS projects

For the provision of FBS trainings, the projects partner with the extension services of agricultural ministries, parastatal sector and farmer organisations, micro finance institutions, NGO's, private companies, and other organisations.

→ Table 3 | Institutional partners of FBS projects

Project	Institutional partners				
	Ministry/public extension service	Parastatal sector and farmer organisation	Private company	Micro finance and financial institution	NGO and other organisation
SSAB	FMARD Nigeria, MINADER Cameroun, Ministère de Commerce Cameroun, MINAGRI Côte d'Ivoire	COCOBOD, Office National Café et Cacao Cameroon, Conseil Interprofessionnel du Café et Cacao	Mondelez, Touton, Olam, Blommer, ECOM-Zamacom, WACOT, Armajaro	MIFED, CamCCUL Cameroon, NIRSAL Nigeria	Dioceses Obala, Ebolowa, Sangmélina, Cameroon
COMPACI	MAEP Benin		SECO, Wienco, NWK Agri Services		
ProDRA	ICAT (Institut de Conseil Appui Technique) and MAEP Togo	Additional partners: Producer unions and federations	Parastatal cotton company		
ProAGRI	MAEP Benin				
AISP	Department for Agricultural, Technical and Extension Services (AGRITEX)		Private companies		
CARI	Government extension services	Parastatal organisations	Private companies		
MOAP	Agricultural Technical Vocational Education and Training (ATVET)		iMPACT -Cocoa with Mars Inc. DPP – Oil palm		
PDA	Direction Générale de la Promotion de l'Economie Rurale (DGPER)	Union National des producteurs de riz, Comité Interprofessionnel du Riz	RMG Sahel Farming	Caisse populaire and Coris Bank	JICA

Most GIZ projects have a diversified partner structure, though public extension services dominate as the preferred partner. The SSAB programme partners with public, parastatal, private companies, financial institutions, dioceses and other organisations, while ProAGRI in Benin mainly works with government extension services, and while COMPACI only works with private companies as partners in

Zambia, Ghana, and Côte d'Ivoire. One project remarked that diversifying the partner structure has led to competition for outreach, quality and innovation and helps mobilising additional co-financing. Another project underlined the particular interest of private companies in FBS trainings. FBS in Togo has been introduced on the explicit demand of the Togolese Ministry of Agriculture (MAEP).

4 _ Experiences introducing and implementing FBS

4.1 The adaptation process

Projects are in general able to adapt and introduce FBS within a few months. After the introduction of FBS by the SCB project in 2010, most projects just needed in general one month to three months for the adaptation of the training material and two weeks to three months for the planning of the first training sessions. The adaptation of the material requires a thorough understanding of the curriculum and the process for resource mobilization and determination of outreach and data gathering, as well as support to get the economics right and the technical adaptation of the training material. This work has been supported by SSAB and COMPACI in the majority of the cases. Since the basic work had been done by SCB, it is more appropriate for the other projects to adapt available materials to their specific needs. In general, the other projects did not encounter major technical problems in the adaptation of the material. Some of the projects added elements such as on HIV awareness raising in the case of ProDRA.

However, it was underlined by some projects that it is a more complex task to introduce FBS than thought. The challenge is especially to deal with the organisational structures of the institutional partners and with co-financing of the FBS trainings by the partners who had not budgeted these activities

earlier. The time and efforts needed for discussion, convincing all parties involved, agreement on implementation details were underestimated. *“The challenge was not to impose any financial calculations or technical recommendations from outside, but to adapt the training material based on the realities in Togo. The training book thus has been discussed and validated by local committees with the extension services, research and farmers representatives.”* (ProDRA). The logistics of producing and distributing the material and of organising trainings can also be an issue.

Altogether, a preparation time of three months seems to be a realistic estimate if a project plans to start introducing FBS quickly. In the beginning, it needs time to convince the partner, whether it is a government institution or a private partner, as it requires resources for the preparation of material and the introduction of the approach. The concept itself is convincing but there are discussions on many details, like the selection of secondary products or the inclusion of certain modules. One project recommended preparing video material with testimonies of partners and farmers, which had a lot of success due to the FBS approach in order to help new projects to introduce the approach.



Every participant receives his /her training material for perusal after FBS



FBS Training in Masvingo Province, Zimbabwe: Extension workers discussing crop budgets during a group exercise

→ Table 4 | The adaptation process to introduce FBS

Stage	Remarks
Adaptation of the training material	<ul style="list-style-type: none"> Time needed: one month to three months; Projects find it rather appropriate to adapt available material. In general, no major problems were encountered when adapting the material; Main challenge mentioned by projects: Reduction of written messages in favour of illustrations for weakly literate users.
Planning of the first trainings	<ul style="list-style-type: none"> Time needed: Two weeks to three months; The time and efforts needed for discussion, convincing all parties involved, agreement on implementation details etc. were sometimes underestimated.









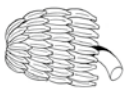









The main challenge expressed by three projects in Burkina Faso, Benin and Côte d'Ivoire is the use of the material by illiterate people. More illustrations were needed for this target group and have been introduced by some projects. These illustrations were later also mainstreamed for use in Ghana, Nigeria, Cameroon and Côte d'Ivoire. Exchange of information among the projects for optimisation of the material was useful. The reduction of written messages in favour of illustrations enhances the ease of understanding of key messages. Three projects explicitly mentioned innovations/improvements of the material in this regard. In general, this seems to be an issue in many situations, except in a country like Zimbabwe and Malawi where the high literacy level meant that some content was regarded as being too simple. In conclusion, it can be stated that the FBS material has the advantage that it can be adapted to very different literacy and education backgrounds.

Depending on the relevance of the lead crop to the extension service or the project, there is more or less focus on well-developed material introducing Good Agricultural Practices. Some projects mention that materials are constantly renewed and improved to best serve the needs of the farmers.

With regard to training material used, two projects used printed posters only, two projects used Kraft paper only, and four projects used both printed posters and Kraft paper for the visualisation. Kraft paper is less expensive in case of a small outreach of trainees. There are a number of projects who used Kraft paper in the beginning, but then switched to using posters. One remark was that "the individual preparation of the sheets was too complicated and costly". Others prefer to continue with Kraft paper and underline that, during the trainings, the farmers often produce their own posters on Kraft paper.

With regard to the use of posters, some formats are considered too small, but bigger posters are sometimes considered to be too expensive, though printing becomes cheaper with large scale application. But the posters are practical and make the job of trainers easier.

The SSAB programme underlines that getting pictures and an intensive dialogue with illustrators takes time. Advanced skills in MS Word, MS Excel and image handling are a must, as well as using advanced software and hardware, such as Microsoft publisher and a performing PC for high resolution posters.

These products provide us with energy and physical strength to work and to grow		These products provide us with physical strength and mental force	
			
Cassava	Yam	Beans	Poultry
			
Cocoyam	Sweet potato	Groundnut	Meat
			
Plantain	Maize	Eggs	Fish
Oils give us energy and make meals tasty		Fruits give us energy (sugar) and health	
			
Vegetables give us health and make meals tasty		Clean drinking water gives us health	
			
			

Printed poster on Food types



Profit-Loss calculation, Katsina, Nigeria

4.2 Organisation of FBS trainings

The organisation of FBS trainings differs according to projects. In the SSAB programme, FBS trainings are conducted for cooperatives, farmer groups and members of micro finance institutions who also partner with other organisations and/or companies. This opens opportunities for companies, improves the dialogue between and with villages, cooperatives and group authorities. Only qualified FBS trainers who followed a training of trainers course (ToT) and who acted as supervised co-trainers for several training courses may carry out FBS trainings for farmers. All FBS trainers are supervised by country master trainers in the beginning, then by GIZ staff and partner supervisors.

In case of COMPACI, the main partners are private companies who choose the intervention areas, mostly those which are important for other operations related to the companies' business strategy. Extension staff and FBS trainers select the villages and inform the farmers. Sometimes, farmers are approached via the community leaders. Up to 30 farmers are trained in a group during one training session. Dropout rates are low. Farmers who do not have a contract with the private company can still participate in FBS. Often participation rises after the first day, when word has been spread amongst farmers that the training is useful.

A particularity in Togo is that there are trainers and support staff involved in FBS trainings. Support officers are supposed to organise trainings, sensitisation and mobilisation of producers, to support the trainers during training as well as the producers during implementation of newly acquired knowledge and skills after training. They are supervised by the trainers.

In the case of ProAgri, the trainings are organised by the project, supported by consulting partners. The choice of training groups is made by the heads of the community centres of agricultural development, in discussion with sector organisations and cooperatives. Based on the identified villages and cooperatives, trainers are responsible for the mobilisation of producers.

AISP applies the training of trainers through a cascading approach. Thus, own so-called master trainers are being trained jointly by GIZ staff and Agritex specialists. These master trainers then train extension agents on the ground who will in turn train farmer groups within their areas. The selection of groups is done by extension agents based on demand from the groups as well as an assessment of groups' potential to make use of the training contents effectively (e.g. group maturity).

Participants in the CARI project are already organised into groups (cooperatives with 30 members) in the CARI Rice out grower scheme implemented by these partners.

Trainings in the cocoa value chain within MOAP-iMPACT were organised for each farming community. Prior to the training, community facilitators submitted a list of farmers who declared interest to be trained. The community facilitators then selected farmers based on their availability and age. Farmers above 70 years and illiterate persons were asked to propose someone else (under MOAP). In the future more stringent criteria shall be used to select participants apart from simply basing selection on interest. Factors such as age, farm size, and willingness to apply new knowledge (e.g. using workbooks for record keeping) shall be looked into. In the oil palm value chain, the private company has established an outgrower scheme. Only members of the scheme are allowed to participate in the training. There are 25-30 farmers per group. Two community facilitators are initially trained to assist in organising community trainings.

Trainings usually take place at production sites close to the beneficiaries. Suitable production sites are identified by the extension services. The responses by the different projects concerning the organisation of FBS trainings are summarised in the following table.

 **Table 5 | Organisation of FBS trainings and selection of farmer groups**

Project	Organisation of FBS trainings
SSAB	<ul style="list-style-type: none"> ➤ FBS provision is linked to (i) Cooperatives served by other partners (GAP training on cocoa, strengthening Coop), (ii) Farmer groups supplying companies, (iii) Members of micro finance institutions, (iv) Opening up intervention areas for companies e.g. Nigeria (group development), (v) Dialogue with villages/cooperatives/group authorities, (vi) socio-economic development programmes of dioceses; ➤ FBS takes place in the village. The community organizes the venue after 1st visit of the Trainer ➤ 11 country master trainers (there of four external consultants and seven in-house master trainers at SSAB partner institutions), 83 supervisors, 548 trainers, 266,056 farmers trained.
COMPACI	<ul style="list-style-type: none"> ➤ COMPACI's main partners are private companies who chose the intervention areas, mostly those that are important for other operations related to the companies' business strategy. Extension staff and FBS trainers select the villages and inform the farmers. Sometimes, farmers are approached via the community leaders; ➤ A number of max. 25 farmers are trained during one training. Often participation rises after the first day, when word has been spread amongst farmers that the training is useful; ➤ COMPACI used master trainers from SSAB and qualified a number of 524 FBS trainers in the different countries. One own trainer from Mozambique is quite advanced and could become a future master trainer.
ProDRA	<ul style="list-style-type: none"> ➤ Support officers organize training/sensitisation and mobilization of producers, to support the trainers during training, to collect data and support producers in the changes after training. They are supervised by the trainers; ➤ For FBS trainings, most of the 30 farmers per group are not members of producer organizations. However, one or two organized farmers are sometimes associated to the training in order to facilitate a contact for the rapid organization of the others; ➤ One master trainer from Côte d'Ivoire (from SSAB pool) trained 72 trainers (18 per crop), thereof 12 are operational. 90 support officers were trained in FBS for two days, but now also get five days trainings. Two of the national trainers are supposed to be become master trainers in future.
ProAGRI	<ul style="list-style-type: none"> ➤ The trainings are organized by ProAgri, supported by consulting partners in the program. The choice of training groups is made by the heads of the community centres of agricultural development, in discussion with sector organisations and cooperatives. Based on the identified villages and cooperatives, trainers are responsible for the mobilization of producers; ➤ No national master trainers, 118 trainers trained, all community extension workers introduced to FBS (199).
AISP	<ul style="list-style-type: none"> ➤ ToT cascading approach: 5 FBS specialists at GIZ/Agritex were trained with support from SSAB. These trained 60 Agritex supervisors/trainers of trainers who then trained 700 extension agents on the ground who in turn train farmer groups within their areas; ➤ The selection of groups is done by extension agents based on demand from the groups as well as an assessment of groups' potential to make use of the training contents effectively (e.g. group maturity); ➤ Five FBS specialists, 60 supervisors/trainers of trainers, 700 trainers, and 30,000 farmers planned to be trained as part of the project. The 700 trainers cover theoretically 210,000 farmers.
CARI	<ul style="list-style-type: none"> ➤ Participants are already organized into groups (cooperatives with 30 members each) in the CARI rice out grower scheme implemented by these partners; 334 cooperatives will benefit from this project.
MOAP	<ul style="list-style-type: none"> ➤ Trainings are organized for farming communities. Community facilitators submit a list of farmers who declare interest to be trained; they then select farmers based on their availability and age. Farmers above 70 years and illiterate are normally asked to propose someone else; ➤ More stringent criteria should be used to select participants apart from simply basing selection on interest. Factors such as age, farm size, willingness to apply new knowledge (in this case the record books which farmers have been provided in the past) be looked into; ➤ The private company has established an out grower scheme for oil palm producers. Training was organized for all members of this scheme. In other words membership to the scheme was a criteria for selection; ➤ There are 25-30 farmers per group. Two community facilitators were initially trained to assist in organizing community trainings; ➤ Two trainers (iMPACT) qualified by SSAB master trainers, 14 trainers across three regions.
PDA	<ul style="list-style-type: none"> ➤ Trainings take place at production sites close to the beneficiaries. Suitable production sites are identified by the extension services; ➤ Introduction by a SSAB master trainer from Cameroon and two national consultants, 47 FBS trainers trained, three supervisors and four project advisors.

All projects developed their trainer capacity with the help of a small group of country master trainers from SSAB. In Togo, the training of trainers consisted of three steps:

- A ToT workshop conducted by a FBS master trainer from SSAB;
- One FBS school provided by three new FBS trainers together under supervision of the master trainer;
- One FBS school provided by two new FBS trainers together under supervision of the master trainer.

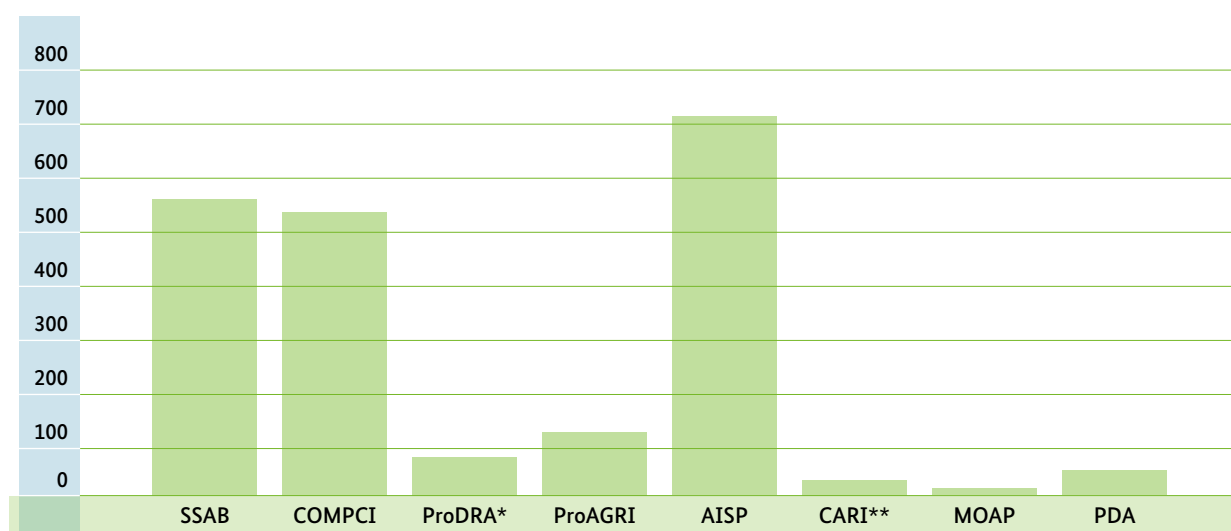
After the ToT and the two pilot trainings, the new FBS trainer is supposed to be initially qualified, but will continue to provide three further FBS schools together with a colleague. This system has been developed by SSAB. MAEP and ProDRA are currently discussing criteria for formal or full certification as “certified FBS trainer” and exchange on this topic with the SSAB project. FBS trainers in Cameroon underwent certification in 2014. Certification comprised training performance, quality and impact assessment with FBS groups. Minimum requirement was 20 FBS trainings delivered in real scale (one trainer – one group).

When assessing the capacity built of regular FBS trainers, main differences appear:

- The large number of FBS trainers trained by SSAB, COMPACI and AISP, e.g. qualifying all COCOBOD extension service agents as FBS trainers to address a potential number of 800,000 cocoa farmers, training 90,000 cotton farmers and qualifying 700 extension service agents to cover a potential total of 210,000 farmers in Zimbabwe;
- CARI just qualified 29 FBS trainers to cover a total of 10,000 farmers;
- ProDRA trained 3,000 farmers initially with 72 trainers, then continued with the twelve best trainers;
- In some cases, there is a big difference between the number of FBS trainers trained and the number of operational FBS trainers.

A total of 2,052 persons have been trained to become FBS trainers. The different project approaches regarding the number of trainers qualified in relation to the intended target group can provide a good orientation for upcoming projects.

➔ **Figure 3 | Trainers trained by their projects**



* 72, of which 12 are operational ** 29, of which 25 are operational

FBS trainers in most of the projects have to perform their core extension duties (or other duties) and carry out FBS trainings as additional tasks. This double role of the trainers poses sometimes a challenge for the training organisers as the trainers may be called for other duties at any time. In some cases, there is a big gap between the number of trainers trained and the number of trainers which are really operational in some cases.

In the case of COMPACI, trainers are exclusively hired for FBS trainings in some countries (Ghana and Zambia). These differences lead to a very different number of trainings per trainer per year:

- › Four to eight trainings per trainer per year in the case of COMPACI Côte d'Ivoire, ProDRA and ProAGRI;
- › 11-22 trainings per trainer per year in the case of SSAB;
- › 30-36 trainings per year in the case of COMPACI in Ghana and Zambia.

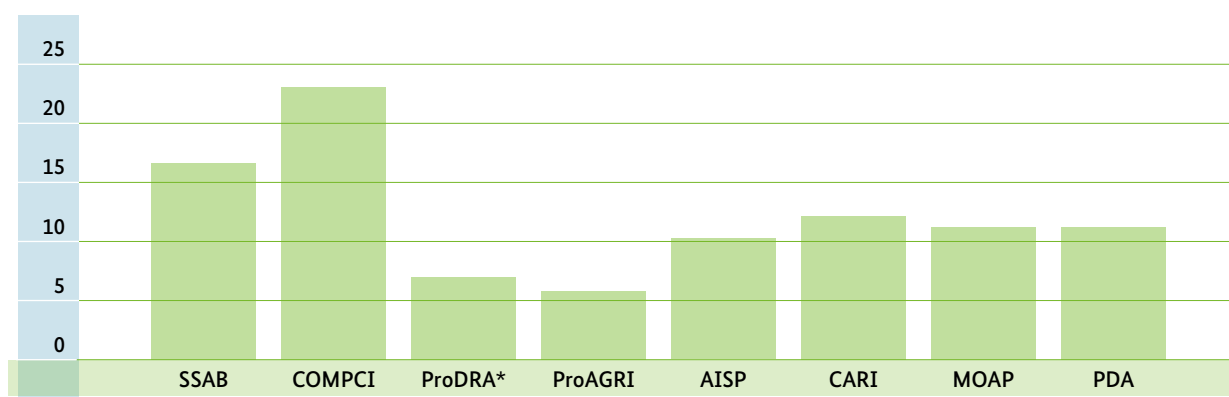
Between four trainings (COMPACI - Côte d'Ivoire) and 36 trainings (COMPACI - Ghana) are conducted per trainer and year. This corresponds to 100-900 farmers trained per trainer per year.

On average, each trainer carries out eleven trainings per year, covering about 275 participants.

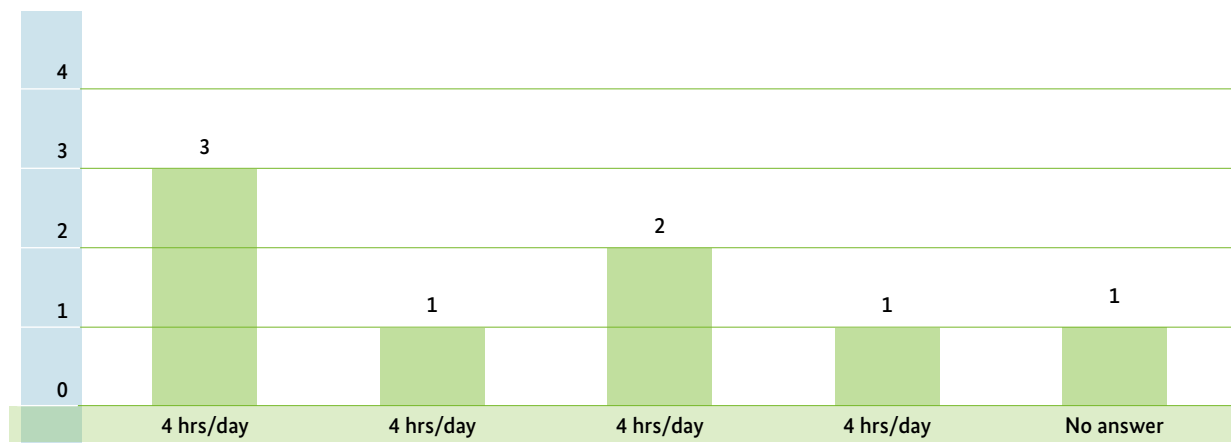
The term “master trainer” is used differently by the projects, though master trainers are defined by SSAB as trainers “who have contributed to the development of the curriculum or have assisted one of the former master trainers at least one year to become a master trainer”. The number of such FBS master trainers is very limited. There are currently only eleven master trainers at the SSAB, of which seven are in-house master trainers of the partner institutions. This means on the one side that a partner institution like COCOBOD is fully independent from GIZ for the qualification of new staff/new FBS trainers, but it also means on the other side that only four external consultants are available which can be hired by other projects for capacity development.

Two organisations (Agritex in Zimbabwe and MOAP in Ghana) already developed kind of an own master trainer capacity, called “FBS specialists” in Zimbabwe and master trainers at MOAP). In Zimbabwe, five FBS specialists trained 60 “supervisors/trainers of trainers” who in turn trained 700 FBS trainers. In two other cases (COMPACI in Mozambique and ProDRA in Togo), three experienced trainers are close to become master trainers. Like in other approaches (e.g. *Value-Links*), the understanding of “master trainer” should be clear. He/she must have the recognition and capability of training the FBS trainers who trains at the farmer's level. This recognition can be inside a country through a certification exam, or at the international level through the founding members of FBS. Further criteria and clarification are needed to set this issue.

→ Figure 4 | FBS trainings conducted per trainer and year



→ Figure 5 | Time allocated per training day and number of projects



Most trainings take four to five hours per training day and are held on five subsequent days (Figure 5). COMPACI Malawi reduced the time per training in the cooperation with the Great Lake Cotton Company to four days. But the experience is that this reduced timeframe can rather not be recommended. It is better to keep the training format at five days. Trainings take place within the farming communities in very diverse locations, such as communal houses, churches, warehouses, schools, meeting rooms of cooperatives, houses of village chiefs, rural agric training centres, and under a tree close to clay walls for visualising posters.

Most of the projects added some innovations or improvements to the “original” FBS material. The following table provides an overview on innovations. Some cross-cutting subjects may be relevant to other projects as well, e.g. the short module on HIV prevention developed by ProDRA. It is also interesting to observe that, depending on the individual framework conditions, most new countries saw a need to further simplify and illustrate the material for target groups with higher illiteracy level (up to 87% illiteracy level), while the AISP project in Zimbabwe saw a need to remove to simple instructions such as how to use a calculator.

Of particular interest to other projects can be the adaptation of Zimbabwe to provide FBS flexibly for different farming systems comprising of seven to eight crops, while there is no more a particular lead crop for which Good Agricultural Practices are discussed (as this is part of other extension activities).

→ Table 6 | Innovation and improvement of the FBS training curriculum and material

Project	Innovation and improvement
SSAB	<ul style="list-style-type: none"> ➤ To become more cost effective, “deadwood” elements have been eliminated in the training material; ➤ GAP training materials for technical support developed. Integrated for cotton in Nigeria; ➤ Integrated workbook into notebook together with CARI;partner institutions), 83 supervisors, 548 trainers, 266,056 farmers trained.
COMPACI	<ul style="list-style-type: none"> ➤ In Côte d’Ivoire, we adapted some nuances of the technical itineraries for cotton and added some images for better explaining the activity. We also updated labour cost and added formally “my engagements” in module eleven.
ProDRA	<ul style="list-style-type: none"> ➤ Added a short awareness raising module on HIV prevention; ➤ Added images and GAP for crops and Togolese context (coffee, cashew); ➤ Developed a detailed Excel sheet calculator for all kind of training material cost in cooperation with SSAB; ➤ Added post-training support modules (in process).
ProAGRI	<ul style="list-style-type: none"> ➤ No particular innovation.
AISP	<ul style="list-style-type: none"> ➤ With regard to the high literacy level in Zimbabwe, some contents were irrelevant and hence removed (e.g. on how to use a calculator); ➤ The project developed crop budgets for seven-eight crops which are combined flexibly according to the main local farming system. While the results of conventional and improved methods are compared, there is no particular material on Good Agricultural Practices for a lead crop included in the FBS handbook. The discussion of GAP is part of other extension activities.
CARI	<ul style="list-style-type: none"> ➤ Good Agricultural Practices for rice production system.
MOAP	<ul style="list-style-type: none"> ➤ Introduction of the concept of business cycle in pictorial form which formed the basis of play-acting conveyed the essence of the entire modules to the farmers; ➤ Reduction of written messages in favour of illustrations enhances the ease of understanding key messages; ➤ Elaboration of the concepts of business risk and marketing provides understanding of key messages along the chain during and after production itself.
PDA	<ul style="list-style-type: none"> ➤ Adaptation of the images to the context of Burkina Faso, particularly for the quality module, inclusion of images in modules four and five.

4.3 Training cost and financing

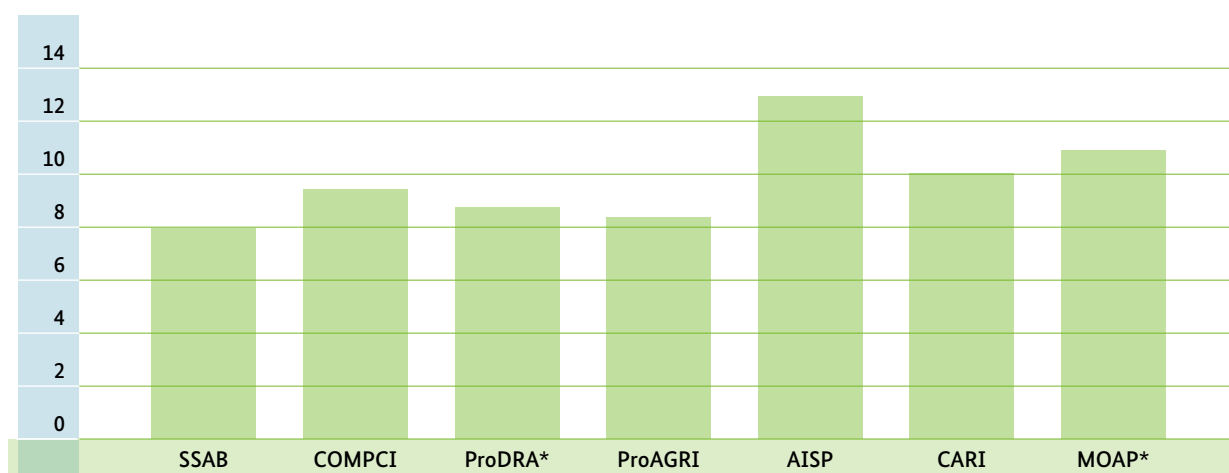
FBS training cost comprises:

- **Initial investment cost** for the adaptation of the material, capacity building of trainers, motor-bikes, mobile phones and vehicles;
- **Direct cost of providing FBS trainings** at farm level:
 - _ Salaries or fees for the trainer;
 - _ Consumable material (workbook, hand outs, posters, Kraft paper, markers, masking tape, etc.);
 - _ Trainer equipment (set of 30 calculators, measuring tools, mobile phone);
 - _ Trainer allowances for accommodation, meals and transport/fuel and phone credits;
 - _ Supervision/operational monitoring;
 - _ Meals/drinks for training participants.
- **Post-training support.**

As for the initial investment cost, the general set up is that the cost of material adaptation, printing and capacity building of trainers is covered by GIZ, while the partners make the trainers available. In some cases, the GIZ projects provide motorbikes or other vehicles. In other cases, like in Togo, Nigeria, Cameroon and Côte d'Ivoire, some SSAB partners or the COMPACI partner in Ghana, motorbikes and vehicles of the institutional partner are used.

Without counting trainer salaries, the direct cost of providing FBS trainings ranges from 8-13 € per farmer on average in the different projects. This amount reflects the cost that an organisation needs to consider for FBS provision in real scale, if staff is available. In some countries, projects manage to have direct cost as low as 7 € per farmer. If trainer salary is taken into consideration as well, the total direct cost per farmer trained on FBS ranges from 11-17 €. The indication of trainer salaries ranges from 3-4 € per farmer trained on FBS.

➔ Figure 6 | Average training costs per farmer (in €) (Euros/farmer, without trainer salary)



* Calculation for the ex-iMPACT cocoa project. PDA: No data available

The direct cost per farmer trained does not differ much from one project to the other, but is quite similar.

 Table 7 | Cost per trained farmer

Project	Cost per trained farmer (without trainer salary)	Remarks
SSAB	Cost/trained farmer: 7 to 9 € _ Consumable material: 1.7-2.7 € _ Trainer equipment: 0.4 € _ Allowances/fuel: 5 € _ Supervision: 0.1 -0.5 €	<ul style="list-style-type: none"> ➤ In case of COCOBOD, NIRSAL, ONCC, CamCCUL, Olam and Blommer, training cost are covered by the partner; ➤ Standards for allowances (GIZ norms) across countries are applied; ➤ FBS trainers salary: 35% on top of cost estimate above; ➤ Stopped food allowance in 2012; ➤ Notebook and workbook integrated in Nigeria and Cameroon.
COMPACI	Cost/trained farmer: 7 to 12.5 € _ Consumable material: 2-4.9 €	<ul style="list-style-type: none"> ➤ Cost structure differs heavily from country to country; ➤ In Zambia, there are cost for refreshments/snacks of 5.7 € per trained farmer. In Ghana and Côte d'Ivoire: No payments for food; ➤ FBS trainers salary (proportion) in Zambia: 4.3 €.
ProDRA	Cost/trained farmer: 8.8 € _ Consumable material: 3.3 € _ Trainer equipment: 0.4 € _ Allowances/fuel: 3.8 € _ Supervision: 1.3 €	<ul style="list-style-type: none"> ➤ Training material, trainer equipment, allowances and fuel cost are covered by GIZ; ➤ Trainer salaries are covered by the partner.
ProAGRI	Cost/trained farmer: 8.4 € _ Consumable material: 3.8 € _ Trainer equipment: 0.4 € _ Allowances/fuel: 2.4 € _ Supervision: 1.8 €	<ul style="list-style-type: none"> ➤ 8.4 € based on the detailed calculation on the left side. An earlier general estimation based on expenditures in 2013 was 6.3 €.
AISP	Cost/trained farmer: 13.1 €⁵ _ Consumable material: 4.3 € _ Trainer equipment: 4.3 € _ Allowances/fuel: 0.2 € _ Supervision: 4.3 €	<ul style="list-style-type: none"> ➤ Training cost at farmer level are mostly covered by the partner and farmers. GIZ just supports fuel allocation for a calculated amount of 0.2 €/trainee and printer cartridges. The cost for the farmer workbook (2.6 €) are usually covered by the farmers; ➤ FBS trainers salary (proportion): 4.3 \$ = extension workers salary for 5 days.
CARI	Cost/trained farmer: 10 € _ Consumable material: 4.2 € _ Trainer equipment: 18.3 € _ Allowances: 141 €/per training/ month _ Supervision: 190 €	<ul style="list-style-type: none"> ➤ Training cost at farmer level are covered by the German government; ➤ No FBS trainer salary paid; ➤ No food allowance paid.
MOAP	Cost/trained farmer: 11.0 € _ Consumable material: 9.2 € _ Trainer equipment: 0.52 € _ Allowances/fuel: 1.28 € _ Supervision: n.a.	<ul style="list-style-type: none"> ➤ Calculation under the iMPACT cocoa project; ➤ FBS trainers salary (proportion): 2.32 €.
PDA	Not available	<ul style="list-style-type: none"> ➤ Farmers get a sandwich during a break.

⁵ Indications were made in US\$. Exchange rate applied:
1€ = 1.16 US\$ (exchange rate of January 21 2015)

Differences mostly depend on the cost of printing training material (with high potential for economies of scale), the payment of trainer allowances and the calculation of supervision cost (with limited potential of economies of scale). Especially projects which cover a large number of participants and which produce training materials on a large scale (such as SSAB) can provide the trainings at lower cost. Financing of the direct training cost varies from project to project. Three main financing models can be distinguished:

Model 1

Training cost at farm level mostly covered by the institutional partner.

In case of SSAB, COCOBOD (Ghana), the Nigeria Incentive-based Risk sharing System for Agricultural Lending (NIRSAL), the Office National du Cacao et du Café (ONCC) in Cameroon, the Cameroon Cooperative Credit Union League (CamCCUL), and the companies OLAM Blommer, Ecom-ZAMACOM, Mars/ICRAF (Côte d'Ivoire), cover the cost of providing FBS trainings at farm level entirely. This also applies to the Department for Agricultural, Technical and Extension Services (AGRITEX) in Zimbabwe. FBS training cost is part of the general extension budget or is being covered by financial institutions, micro finance institutions or private partners. In case of COCOBOD, only the printing of training material and the supervision of ToTs conducted by COCOBOD is still done by GIZ. In Zimbabwe, GIZ covers the cost of training of trainers, while all other cost is covered by the partner. Only fuel allowances are still financed by GIZ. Though being a minimal amount compared to the overall cost, the fuel availability otherwise would be a limiting factor of FBS provision.

Model 2

FBS trainer salaries are covered by the institutional partner.

In the case of ProDRA in Togo, CARI or SSAB (with public/civil society partners), training material, trainer equipment, allowances and fuel cost are covered by GIZ, whereas trainer salaries are covered by the partner. With further institutionalisation of the FBS approach, cost coverage of the partner shall be increased to ensure sustainability.

Model 3

Training cost at farm level mostly covered by the project.

In the case of MOAP and COMPACI Ghana, FBS trainer salaries are also covered by the project.

In some cases, insufficient financial capacities of partners are a limitation of broader FBS promotion. *“The partner (especially the extension service) is convinced of the innovative character of the FBS approach. He is willing to adopt it, but he does not have the financial capacities yet to own it”* (ProDRA). The same applies to the Ministry of Agriculture and Rural Development Agriculture in Cameroon, where the budget and institutionalization of FBS need to come from a high decision taking level.

During the early days of FBS, training participants were provided with meals in order to assure their continuous participation. However, in 2011 it became clear that the cost for the meals, and particularly the high administrative cost going along with the distribution of meals, were a limitation for the scaling up and institutionalisation of the trainings. Training cost therefore had to be reduced to a minimum in order to allow a maximum of beneficiaries for the given budgets. As the trainings usually go until noon, the participants can take their meals at home or can bring some food with them. While in the beginning not to provide meals was considered to be a major handicap for organising trainings, it turned out to be possible without major difficulties. After pilot trainings without food provision, catering was stopped. Only in the case of COMPACI in Zambia and the PDA in Burkina Faso, some snacks or refreshments are still provided. Good examples of farmer's organisations providing their own meals were experienced in some localities with ProAgri.

4.4 Post-training support

The financing of post-training support depends on the individual arrangement. In some cases, it is fully covered by GIZ. In other cases, it is fully covered by the partner or shared between GIZ and the partner.

Post-training support for the farmers is generally considered important for translating the acquired knowledge and skills into improved outcome so that the farmers can really benefit from the trainings. The organisation of the post-training support differs from project to project as it also implies sufficient budget to be allocated. In most cases, the training participants form groups which help them to continue the learning process and to assist each other in the completion of the work books. Usually a focal person in each group serves as a contact person for the training organisers. FBS trainers visit groups to support group members for application and business initiatives and, in some cases, carry out refresher trainings.

On average, post-training support is estimated to be six days per group. In the SSAB programme, it is compulsory for the FBS trainers to visit the groups after the trainings. Depending on the group dynamics and their willingness to carry on, they are assisted to form formal farmer associations or cooperatives and to benefit from services of micro-finance institutions, such as saving accounts and loans. Besides the FBS training, Good Agricultural Practice training (GAP) is usually part of the post FBS-training support. Considering the large scale, the diversified partner landscape and diversified nature of farmers change projects, post-training support is difficult to standardise.

A weak point in some countries is the low rate of farmers who use their workbooks actively. In some FBS schools in Togo, only five percent filled in their workbooks. Though it is reported that some farmers hesitate to write in the printed workbooks and use blank paper sheets instead, the follow-up of the training needs to be intensified. The post-training approaches and activities of the different projects are summarised in the following table.

→ Table 8 | Post-training support

Project	Information
SSAB	<ul style="list-style-type: none"> ➤ Mandatory: FBS trainers visit groups to support group members for application and business initiatives; ➤ Voluntary, driven by group dynamics after training and passion of supporters; ➤ FBS focal persons support group members for application of tools and business initiatives, advocacy; ➤ Supervisors link groups to public or private support initiatives (mainly input supply on subsidised basis) and assist in registration of coops; ➤ Village extension agents (CI) support groups and provide advice on GAP; ➤ COCOBOD, ONCC (CM) and private partners ensure GAP training; ➤ Micro finance institutions provide services (partially with GAP trainings as part of loans); ➤ Companies (also new ones not involved before) provide support to coop development and related infrastructure; ➤ Dioceses ensure follow-up partially in the framework of other projects with Misereor/others; ➤ Number of man-days for post-training support varies. Considering the large scale and diversified partner landscape, voluntary post training support difficult to standardize; ➤ On average, post-training support is estimated to be six days per group; ➤ SSAB will provide more systematic support to GAP training and producer organizations emerging from FBS in the next phase.
COMPACI	<ul style="list-style-type: none"> ➤ In Zambia, the farmers who have been trained together normally stay together as a training group and meet on a monthly base. Ideally, they elect a focal person who stays in contact with the FBS trainer or NWK extension staff. So far, post training support has not been done on a broader basis, but refresher trainings are supposed to start in 2015; ➤ In Ghana, there are post-training visits planned by FBS trainers. One-two days depending on the needs of the FBS group; ➤ In Côte d'Ivoire, post-training support includes land measurement by GPS, organisation of farmers in cooperatives and follow up to improve access to loans. There are no particular follow up days planned. Follow up is done as part of the regular visit programme of the extension agent; ➤ In Malawi, the follow up of farmers is not organized. There is no time allocated to it, nor a specific tool for data collection. A follow-up system still needs to be set up.
ProDRA	<ul style="list-style-type: none"> ➤ In the first year barely any post-training support from extension services or GIZ has been given. However, micro finance institutions have been associated to the trainings and some of their agents came again to promote rural credit; ➤ This year systematic post-training support ("suivi accompagnement standard") is planned: four days/group through support agents (four GAP and business management and organizational development trainings by support agents per year, supervised by the FBS trainer, further support by the FBS trainer and with micro finance institutions); ➤ Post Training support needs to be budgeted as a regular activity. As long as the approach is not considered as a national tool, no operational budget can be secured; ➤ For a limited number of selected individual farmers, additional direct support by the FBS trainers is planned ("suivi accompagnement intensif" according to ProDRA indicators).
ProAGRI	<ul style="list-style-type: none"> ➤ The post-training support is done in form of a knowledge assessment of FBS beneficiaries and a check of their workbooks. Producers are reminded of FBS terms and concepts and the workbook is explained again. The local extension agents check whether activities are done in time.
AISP	<ul style="list-style-type: none"> ➤ Extension workers (and supervisors on request) are available for follow-up questions. They also facilitate linkages to markets.
CARI	<ul style="list-style-type: none"> ➤ Mentoring and field visit by the FBS trainers/ GAP trainers and focal persons.
MOAP	<ul style="list-style-type: none"> ➤ The association executives and the extension staff of the private company lead field advisory meetings where topics treated in both GAPs and FBS trainings are discussed (refresher). They also support those who cannot read and write with their data recording; ➤ In the case of IMPACT, it was the community facilitators.
PDA	<ul style="list-style-type: none"> ➤ The post training support is ensured by the national consultant, project staff who check whether trainees are applying FBS recommendations, and continue to complete the work book.

4.5 Monitoring and Evaluation

The operational monitoring of FBS trainings is handled differently. Some of the projects collect training data using mobile phones and SMS to transfer them to a central database. The so-called “m-data server” hosted by CAADP in South Africa has been developed by SSAB. Others, like COMPACI

and MOAP, do not use mobile phones systematically for data collection. Some projects like ProDRA plan to connect to the m-data server and shall be trained stepwise to use the server, where all partners get a log-in and can see their data. The responses concerning the operational monitoring and evaluation systems are summarised in the following table.

→ Table 9 | Operational monitoring

Project	Information
SSAB	<ul style="list-style-type: none"> ▶ Planning & Monitoring standardized across countries (dashboard) with planning and reporting routines for trainers and supervisors (SMS and hard copy channel); ▶ Internet-based databank (mData) hosted by CAADP linking trainers via android phones; ▶ Evaluations by GIZ with partners and consultants (2011, 2013) and WCF (2010, 2011, 2012, 2013); ▶ Supervision/operational monitoring by GIZ technical advisors and Partner supervisors; ▶ Use mobile and smart phones.
COMPACI	<ul style="list-style-type: none"> ▶ The operational monitoring is done by partner staff and COMPACI staff. Mobile phones are not used systematically for data collection (Zambia, Ghana). Participant's lists are written by hand but then transferred into excel sheets (Zambia).
ProDRA	<ul style="list-style-type: none"> ▶ M&E is done by GIZ in cooperation with the FBS focal point of ICAT. A focus group (more or less 10% of the trained people) are followed through interviews and questionnaires. The system is currently revised; ▶ At present the operational system is still organised manually. Evaluation sheets are collected by the trainers and brought to their agency, then to GIZ; ▶ Use of the m-data server is planned for this year, but not yet implemented.
ProAGRI	<ul style="list-style-type: none"> ▶ The M&E system is managed by ProAGRI/COMPACI staff using SMS and a database.
AISP	<ul style="list-style-type: none"> ▶ GIZ is driving the system and cooperates with the partner to collect data.
CARI	<ul style="list-style-type: none"> ▶ Proof of deliveries that captures the number trained, gender and smiles received as well as the name and address of the focal person are sent to CARI and the data are uploaded into the training database.
MOAP	<ul style="list-style-type: none"> ▶ The data template has been collectively designed by MOAP, the private company, the Farmers Association and MOFA; ▶ Data are collected by association executives and the company's field staff and shared with the technical and public partners (DPP – Oil Palm).
PDA	<ul style="list-style-type: none"> ▶ M&E is done by the PDA.

4.6 Results

All projects report that the FBS trainings are conducive to promote growth of farm businesses. In terms of FBS tools applied, improved financial management is indicated as a main result of FBS trainings by four of the eight projects. After the trainings, farmers are able to do their own calculations of production cost and household cash expenses at basic level. Farmers can draw up their own financial plan and record all cash flows. Farmers realise the relevance of gross margin calculations and unit cost calculation. Due to an overall better understanding of cash flows and cost calculation, farmers are able to reduce remaining payments. They learned about banking, savings and how to apply for a credit. Through the opening of saving accounts, farmers now have access to loans.

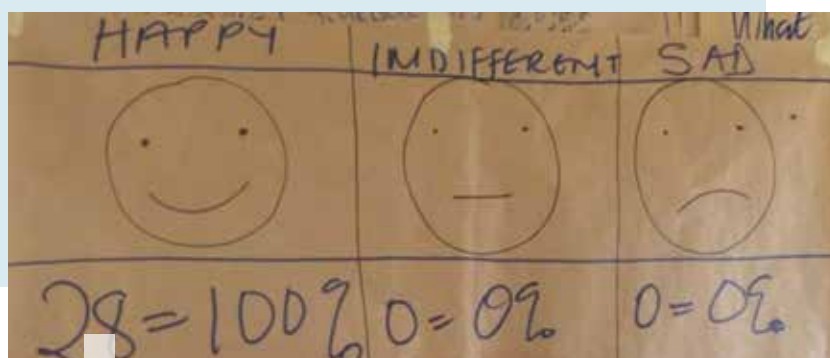
Better planning of farm operations is also mentioned by four projects. Farmers are now eager to make their own cropping calendar for the various crops and to improve their production throughout the year. Three projects report that farmers now understand the importance of planning farm operations. *“By the final day of the training, farmers immediately come to the realisation that they are not performing as they should because they don’t make*

any farm decision consciously from their previous productions” (iMPACT, MOAP-DPP). Through participating in FBS trainings, farm operations can be planned more effectively and two projects report an increased income of farmers.

Projects see a general improvement of knowledge, skills and cooperation among farmers. Participants learn about cooperatives and associations and some projects see a main result in terms of forming FBS cooperatives and of farmers registering themselves as members in existing cooperatives. The improved cooperation enables farmers to benefit from the advantages of purchasing inputs as a group as well as from product marketing as a group. The overall satisfaction with the FBS trainings is very high. Pro-AGRI states that 79% of farmers trained are satisfied with the training. In the case of ProDRA the satisfaction rate is 82%, while COMPACI Zambia and Malawi indicate that 95% of farmers trained rated the training positively. The degree of satisfaction of farmers trained with SSAB support is 96% in average.

As the most remarkable result of FBS trainings, the projects indicate:

- Better cocoa quality and yields, however not translating in significantly more income due to oscillating prices, except Ghana where price is fixed (SSAB);



Satisfaction of cotton producers after FBS training, Katsina Nigeria



Decisions based on Data

- Increase of diversified incomes from food production buffers oscillations of cocoa income (SSAB);
- FBS changes smallholders' minds with a general vision of farming as a business that must perform the life standard of farmers. It is just a pleasure to listen to extension agents and farmers after their training experiences (SSAB, COMPACI, ProDRA);
- Human capacity development of extension service has led to higher satisfaction of farmers with quality of extension services received (AISP);
- People understand that farm decisions are taken on the basis of data (MOAP);
- Participants use the FBS certificate to obtain loan from some micro finance bank in their respective locations. The partnership between NIRSAL and SSAB include certificate issued after the training to be used as collateral (SSAB);
- A great enthusiasm is observed in villages where FBS took place, underlined by increasing demand of farmers which were not yet trained (SSAB/ProAGRI/COMPACI);

- Farmers learn how to measure their fields and are able to identify the exact amount of chemical, fertilizer and seeds they need for the first time. Also the module on "Money In - Money Out" is most important for their budgeting and planning. Recovery rates for inputs improved (COMPACI Zambia, Malawi).

In terms of outcome, projects indicate higher yields for both the lead crop and complementary crops, though most projects do not provide quantified data. Outside of the SSAB project, specific evaluations measuring FBS outcome and impact are missing. Most projects made baseline studies and work with focus groups, except where general baseline data are already available. The projects ProDRA, AISP, PDA and COMPACI CI work with control groups. Evaluations are planned for mid-2015 in the projects ProDRA and AISP. But substantial quantified data are not yet available except those of SSAB. This is a general weakness for the further discussion of the FBS approach. In the case of ProAGRI/COMPACI in Benin, the yield of cotton has experienced an increase of about six percent and the average gross margin of producers increased by about four percent for cotton and rice. Participants in the SSAB project report a higher diversified income mainly from food production.

Unit	Quantity	Price (Ghg)	Total (Ghg)
Onions	0	0.00	0
Beans	0	0.00	0
Onions	40	3.00	120
	20	3.50	70
	14	3.50	49



Holders of FBS certificate, Tanzania

5 _ Institutionalisation

5.1 Feedback from partner institutions

All projects report a very positive feedback from their institutional partner about FBS:

- › Partners are proud of the innovation, achievements and impacts (SSAB);
- › Partner has a very positive impression and attitude. However, they want to wait for first impact evaluation results before getting fully committed (ProDRA);
- › Very high demand for FBS training (AISP, SSAB, ProDRA);
- › Institutional partner has a good impression of FBS (PDA, CamCCUL, MINADER, Dioceses);
- › Private companies are very happy with the first batch of farmers trained under the cocoa project (iIMPACT).
- › The Ministry of Food and Agriculture (MoFA) viewed the FBS as essential in that they even requested that the project made available financial provision to expand the training to other farmers outside the intervention areas of producing cocoa (MOAP);
- › FBS is viewed as a kind of institutional and capacity development that can be leveraged on by any of their future project partners (CARI);
- › FBS is good and encouraging. Partners think that with an improvement of education, alphabetisation and extension services, as well as with the further dynamic development of cooperatives to take care of the follow up, the understanding and application of FBS content by the farmers will become even better (ProAGRI/COMPACI);
- › Positive, good, appreciation is visible (COMPACI).

Contents & methods	Organization	Staff & Capacity Development
› Contents highly relevant	› Planning > Time bound provision of training material	› Trainers supported by ADP
› FBS meets challenges of farmers	› Regular & prompt payment of allowances & fuel	› Trainers absolutely committed & assist to get access
› Identification with FBS & high acceptance	› Good mobility (motobikes)	› Excellent GIZ team and technical advisor on the ground
<ul style="list-style-type: none"> _ Farmers' language & Role games _ Lessons from every module _ Training notebooks, posters & certificates 	› Supervision and M&E	› Capacity development and annual refresher trainings
		› Trustful relation between technical advisor, trainers
		› Knowledgeable and skilled trainers
		› FBS Focal persons maintain and broker linkages after FBS

Nigerian partners and producers FBS success factors. Progress review SCB, 2013



MINADER Regional Delegate South West Cameroon

5.2 Integration in regular service delivery of the partner organisation

Main FBS institutionalisation models applied are:

- FBS service provision as a standalone service;
- FBS service provision linked to GAP trainings (COCOBOD, FMARD Nigeria) and Farmer Field Schools (Zimbabwe);
- FBS service provision linked to contract farming (COMPACI);
- FBS service provision linked to financial services (savings, loans SSAB CM, CI).

The predominant organization model of FBS trainings is an integrated approach embedding FBS trainings in other service delivery models, linking FBS delivery to regular extension service activities such as Farmer Field Schools or GAP trainings. This applies to public extension services or to extension services provided in contract farming, by financial institutions or civil society organisations. It is rather the exception to organise FBS trainings as a standalone training service. In some cases, projects start providing FBS trainings and decide on suitable institutional models later.

→ Table 10 | Integration of FBS trainings into other service provision of the partner

Project	Information
SSAB	<ul style="list-style-type: none"> ➤ Linked to financial services (savings, loans CM, CI); ➤ Linked to contract production (NG under NIRSAL); ➤ Linked to GAP training (Ghana Cocoa Board and private partners, partially certification schemes).
COMPACI	<ul style="list-style-type: none"> ➤ The idea is to integrate the most important modules into the regular extension trainings (or to coordinate FBS provision with extension services) and not to provide FBS as a separate training. One would reach far more farmer and also save cost. FBS training is delivered on the basis, where it is important for other operational and normal business related activities.
ProDRA	<ul style="list-style-type: none"> ➤ The main FBS provider is also the public extension service ICAT. FBS in Togo has been introduced on the explicit demand of the Togolese Ministry of Agriculture (MAEP); ➤ In general, most of the scheduled extension activities are mainly paid by the donor financed sector investment programme PNIASA and the operational budget of ICAT is low; ➤ We need preparation time and an institutional mandate from MAEP Togo to make FBS part of the official schedule of the trainers; ➤ Further partners (e.g; producers organizations) are now associated and ready to integrate FBS in their service.
ProAGRI	<ul style="list-style-type: none"> ➤ FBS is provided by local extension agents, whose work plan allows the extension agents to follow up on the producer activities, their input needs and their results; ➤ The „Caisse Locale de Crédit Agricole Mutuel“ links improved access to credit to better agricultural production methods and completed FBS workbooks.
AISP	<ul style="list-style-type: none"> ➤ FBS trainings are part of the regular trainings and extension support provided by the public extension service.
CARI	<ul style="list-style-type: none"> ➤ Institutionalisation to be determined in 2015; ➤ The FBS trainers are staff of Agricultural Development Project. They perform their core extension duties in addition to training FBS participants.
MOAP	<ul style="list-style-type: none"> ➤ Trainers have their normal terms of reference/official duties; ➤ FBS training is an additional task which is not necessarily recognized by their institutions.
PDA	<ul style="list-style-type: none"> ➤ FBS trainers also have other regular tasks.

In terms of an industry organisation financed with export levies, COCOBOD's "Cocoa Extension Public Private Partnership (CEPPP)", which is basically a cost-sharing mechanism with the main cocoa trading and certification companies, is a good model of providing FBS in a sustainable way. The COCOBOD model is explained in detail in the case study in the annex and includes an interesting model of the annual work plan for COCOBOD community extension agents covering both FBS and technical advice.

The MAEP/ICAT/ProDRA approach in Togo, presented in the second case study, is considered to be a good and realistic example of how FBS can be formally introduced in the general agricultural extension system of a country. An important lesson learned in Togo is that, though the political partners are convinced about FBS, institutionalisation needs a comprehensive pilot phase and evaluation for long-term decisions. Proofed performance is a prerequisite to introduce FBS formally as a regular instrument with a budget line in the national extension system. Besides formal institutionalisation there is also a general impact of FBS on economical expertise of the implementing institutions and their different services.

The answer of MAEP, ICAT and ProDRA to this challenge was in Togo a pilot phase with realisation of pilot trainings with twelve operational FBS trainers and so far 3,000 trained farmers. While the pilot trainings will continue, a formal evaluation planned for 2015 shall provide a profound basis for further decision making regarding the integration of FBS in the national extension system.

In both cases, COCOBOD and ProDRA, the combination of FBS and other regular extension tools used by the partner (FFS, GAP, etc.) has high potential. FBS should be conducted prior to any FFS or GAP training to increase awareness and motivation. FFS and GAP can provide farmers with additional knowledge and allows them to improve their farming systems.

COMPACI and AISP are good examples of providing FBS in contract farming systems. A remark from Zimbabwe was: "The combination of contract farming and FBS is a perfect match and they complement each other well." COCOBOD, ANADER and ICAT are also good examples that extension services can offer a more convincing package consisting of FBS and GAP trainings to other donors, projects or private companies for finding further funding.

Projects indicate that the strength of FBS is the high quality of technical expertise and capacity of skilled and dedicated staff. The trainer's willingness and support from management to deliver the training whenever need arises and if funds are available is appreciated by the participants. Further strengths are the good relationship with farmers and a strong presence in the rural areas. The visibility of results is also emphasized as a particular advantage.

On the other hand, FBS works with low operation budget and still depends on external funding in most cases. Some projects also criticize resource constraints concerning fuel and stationery. Some miss incentives for trainers who are high performers.

5.3 Sustainability

Projects see a probability of 50-100% that partners continue FBS delivery after the project ends. The probability varies from one country to the other, even within one project, e.g. from 10% probability in case of COMPACI in Ghana to 80% probability in case of COMPACI Zambia. For projects which started providing FBS lately, as CARI or the PDA, it is still too early to provide a realistic estimation of the sustainability. Three projects expect the sustainability of FBS provision by the partner to be at the level of 80-100% probability; two projects expect 60-70% probability. The major difficulty for further application of FBS is the availability of the necessary operational budget of the partner organisation whether it is a public institution or a private company.

All projects state that the introduction of FBS has positively influenced their partner's methods also indirectly. They adopted economic perspectives in the farm context which has not been a focus of the partner in the past, yet demand for training in these topics increases at farmer level. *"Entrepreneurial approaches are becoming more relevant. The competences which trainers acquire through FBS are also usefully applied in other contexts. FBS changes minds!"* (ProDRA).

→ Table 11 | Sustainability of FBS trainings

Project	Information
SSAB	<ul style="list-style-type: none"> ➤ No partner drop outs so far; ONCC, CamCCUL, companies and CICC adopted FBS for their service portfolio; ➤ Co-financing in Nigeria from NIRSAL; Co-financing from EU and FMARD Nigera; New DPP with companies; ➤ 90% probability on average due to government funding, private funding and links to loans (service provided or contracted by finance institutions).
COMPACI	<ul style="list-style-type: none"> ➤ 80% probability to continue in Zambia, but most likely as an integration into the extension service and not as a stand-alone training; ➤ 10% probability to continue in Ghana; ➤ 60% probability to continue in Côte d'Ivoire; ➤ In Malawi, financing of FBS provision by the private partner is questionable; ➤ 90% probability to continue in Cameroon-SODECOTON.
ProDRA	<ul style="list-style-type: none"> ➤ The partners are part of all major decisions concerning FBS at different levels, from the adaption and design to the implementation and monitoring. They are ready to fully integrate FBS in the national extension system. Currently, they are waiting for the first evaluation results expected for May 2014; ➤ If FBS becomes a national extension approach, it can be funded through the national agricultural investment plan (PNIASA), thus indirectly funded by different donors and the government. Further partners such as producer organizations are also willing to adopt FBS as one of their services; ➤ The CAADP-financed ATVET Programme is planning to introduce FBS in the training curricula of agricultural training centres and in the rice value chain; ➤ Our scale is 70%.
ProAGRI	<ul style="list-style-type: none"> ➤ It is difficult to say whether the institutional partner will continue organising FBS after the project end. In any case, the interest is there and we consider that there is a 60% probability to continue.
AISP	<ul style="list-style-type: none"> ➤ 80%.
CARI	<ul style="list-style-type: none"> ➤ On the scale of 70% depending on the availability of fund, the scale may drop to 30% if there is no fund available.
MOAP	<ul style="list-style-type: none"> ➤ Oil Palm DPP 100%.
PDA	<ul style="list-style-type: none"> ➤ Too early to say, as the project is at the beginning of the process.

6 _ Conclusions and recommendations

The current situation of FBS application can be summarized as follows:

- › Five years after its introduction in 2010, FBS is being applied by eight projects in twelve countries. Three more projects will start introducing FBS in the first half of 2015;
- › FBS is currently being applied for twelve different production systems;
- › During these months, FBS provision will surpass the number of 400,000 farmers trained.
- › About 30% of farmers trained are women;
- › More than 2,000 FBS trainers have been qualified, but only eleven FBS master trainers and four experienced FBS consultants are available;
- › All projects were able to introduce FBS within a few months without major problems based on an adaptation of the existing material;
- › The average cost per trained farmer are 8-13 € without trainer salaries and 11-17 € including trainer salaries;
- › All FBS projects confirm the relevance, effectiveness, efficiency and impact of FBS;
- › Most, but not all projects expect the approach to be sustainable;
- › All projects indicate that both beneficiaries and the institutional partners comment highly positively on the FBS introduction. There is a high satisfaction rate.

Conclusions for new projects introducing FBS are:

- › With guidance and support from the SSAB programme, recommendations of this study and experienced master trainers as short-term consultants, FBS can be adapted and introduced quickly. Three months seem to be a good estimate for the preparation time needed;
- › It is important to understand that FBS has been developed for large outreach (at least 5,000 producers).
- › Projects should start based on existing FBS material for their targeted crops and should compare this with the material of other projects working under similar framework conditions in terms of literacy level and farm management;
- › Projects should let the partner participate in the adaption process from the beginning, in terms of capacity development and as a pre-requisite for higher ownership;
- › New projects should clarify their institutional approach and capacity building needs from the beginning and plan how many FBS trainers are needed to become operational;
- › The provision of FBS in combination with subsequent technical trainings like GAP, FFS, etc. or in combination with the provision of financial services is an advantageous model;
- › Institutionalisation in government extension services may need a comprehensive pilot phase and evaluation for long-term decisions. Proven performance is a prerequisite to introduce FBS formally as a regular instrument with a budget line in the national extension system.

Challenges for a broader and better introduction of FBS are:

- There is a bottleneck for curriculum adaptation for new products/countries, which mostly cannot be done by the existing master trainers;
- There is limited capacity of master trainers and FBS consultants;
- Post-training operational follow up of farmers needs to be improved in some projects;
- Quantified substantial outcome and impact data after FBS provision, are hardly available outside the SSAB programme.

Further recommendations expressed by the different projects are:

Establish a digital image bank which can be used by the projects;

Prepare video material with testimonies of partner and farmers, which had a lot of success due to the FBS approach in order to help new projects to convince potential partners.

Recommendations for an improved management of the FBS approach are:

- There is a need to set and supervise standards for FBS, e.g. in terms of use of the name “Farmer Business School”, modules, principles, and tools applied or quality standards for trainer certification. The SNRD Working Group ABFS could contribute to this standardisation under guidance of SSAB. An adequate platform or organization should be defined for this issue, e.g. an association, tackling also issues of intellectual property;
- There should be a database with electronic versions of all FBS training formats developed by the different projects in order to make the reference material easily available to new projects under guidance of SSAB;
- There is a need to have more FBS master trainer capacity in different countries which can be used by new projects. There is also a need for more FBS consultants with the capacity to adapt the training material to new contexts;
- The FBS projects should use a unified language, e.g. FBS consultant, FBS master trainer, FBS trainer. FBS trainer and master trainer certification is recommended and concepts tested under SSAB can be used;
- Further FBS impact evaluations should be conducted beyond the SSAB project for generating more quantified data about the results and impact of FBS provision.

7_Annex

Annex 1 Overview on projects applying FBS

Project	Country	Main FBS product(s)	Contact person
A _ Projects with experience in FBS provision			
SSAB	Ghana	Cocoa	Annemarie.Matthess@giz.de Ben.asare@giz.de
	Nigeria	Cocoa, rice, cotton, tomato	Annemarie.Matthess@giz.de Ayo.akinola@giz.de abd.ogundiran@giz.de oluwaseun.akinmola@giz.de
	Côte d'Ivoire	Cocoa	Annemarie.Matthess@giz.de Egny.laubouet@giz.de
	Cameroon	Cocoa	Annemarie.Matthess@giz.de Hell.makong@giz.de
COMPACI	Benin	Cotton	Wolfgang.bertenbreiter@giz.de Sarah.goetz@giz.de
	Côte d'Ivoire	Cotton	Wolfgang.bertenbreiter@giz.de Veronika.kling@giz.de
	Burkina	Cotton	Wolfgang.bertenbreiter@giz.de Veronika.kling@giz.de
	Ghana	Cotton	Wolfgang.bertenbreiter@giz.de Veronika.kling@giz.de
	Cameroon	Cotton	Fernand.sadou@sodecoton.cm
	Malawi	Cotton	Wolfgang.bertenbreiter@giz.de Daniela.broeker@giz.de
	Zambia	Cotton	Wolfgang.bertenbreiter@giz.de Daniela.broeker@giz.de
ProDRA	Togo	Coffee, cocoa, cashew, Cotton ⁶	Moritz.heldmann@giz.de
ProAGRI	Benin	Rice, cotton, cashew ⁷	Yenoukounme.sogan@giz.de, Werner.ahringhoff@giz.de
AISP	Zimbabwe	Potato, sesame, ground nuts, horticultural products	christoph.pannhausen@giz.de
CARI	Nigeria	Rice ⁷	Stefan.Kachelriess@giz.de oluwatoyin.otitoju@giz.de
	Burkina	Rice ⁷	bahoude.toure@giz.de
	Ghana ⁷	Rice	
	Tanzania	Rice	mcshetto@kilimotrust.org arnoldine.stals@giz.de
MOAP	Ghana	Oil palm, mango, citrus, pineapple, maize	Kofi.biney@giz.de
PDA	Burkina Faso	Rice ⁷	Siaka.kone@giz.de Bahoude.toure@giz.de
B _ Projects planning to introduce FBS in 2015			
Pro-Planteur	Côte d'Ivoire	Cocoa	Beate.weiskopf@giz.de
ProFIAB	Côte d'Ivoire	Oil palm	Leon.sanchez@giz.de Eleonore.n'gbesso@giz.de
FSDAM	South Sudan	Maize, sorghum, groundnuts, beans	Ines.wiedemann@giz.de

⁶ With CARI and SSAB support

⁷ Not yet started

Annex 2 Case study Ghana Cocoa Board

1 _ Framework

Besides gold and oil, cocoa is one of the three most important export commodities in Ghana. Ghana exports about 870,000 tons of cocoa per year, making it Africa's second largest producer of cocoa beans.⁸ There are about 800,000 cocoa farming businesses in Ghana. Cocoa exports generate about two billion \$ in foreign currency per year.⁹ Most Ghanaian cocoa is produced on small farms of three-four ha.

The Ghana Cocoa Board (COCOBOD) has been established in 1947. COCOBOD is a parastatal organisation has the sole mandate to commercialise cocoa. The mission of the Board is to encourage and facilitate the production, processing and marketing of good quality cocoa, coffee and sheanut in all forms in the most efficient and cost effective manner, and maintain the best mutual industrial relation with its objectives.

Subsidiaries and divisions comprise:

- › Cocoa Research Institute of Ghana (CRIG)
- › Seed Production Unit of Cocobod (SPU)
- › Quality Control Company
- › Cocoa Marketing Company

Cocoa Health and Extension Division is responsible for the control of cocoa swollen shoot virus disease, rehabilitation of old and unproductive cocoa farms and extension services in Ghana. Bunso Cocoa College is part of the Cocoa Health and Extension Division and serves as the training centre for Ghana Cocoa Board staff. The Cocoa College also host training programmes for other organization and institutions including NGOs. The College has excellent accommodation facilities to meet the demands of clients. which currently has 254 extension agents (one third from cocoa companies) and 41 supervisors. Extension is provided in seven regions.



Preparing posters for pilot training 2010



⁸ World Cocoa Foundation, 2012

⁹ www.cocobod.gh

2 _ Experiences of introducing FBS

COCOBOD was among the pioneering organisations with whom the “Sustainable Cocoa Project” (SCB) developed the FBS approach. COCOBOD has full ownership of the approach. FBS is perceived as an approach developed by COCOBOD together with partners (“it is our approach”, “it has been a collective effort between COCOBOD and GIZ”, “it has been developed by us”).

COCOBOD started to work with the SCB in 2010. The first FBS trainings took place in 2010. Until December 2014, 93,560 farmers have been trained in FBS, thereof 28,260 women. COCOBOD is the organisation with the largest number of farmers trained in FBS. FBS provision is growing with increasing dynamic. While the first 48,700 farmers were trained from 2010 to June 2013, the number of trained farmers nearly doubled in the last one and half year.



Profit or Loss?



Cocobod FBS Trainer



COCOBOD FBS Trainer meeting – Extension Agents and Supervisors

3 _ Organisation of FBS trainings

COCOBOD is providing training to cocoa farmers under its “Cocoa Extension Public Private Partnership (CEPPP)”, which is basically a cost-sharing mechanism with the main cocoa trading and certification companies such as Armajaro, Mondelez, Solidaridad, Rainforest Alliance etc. Under CEPPP, public income resulting from a cocoa export levy is complemented by additional training funding from the private firms.

For the cocoa farmer trainings, COCOBOD is basically applying a group extension approach. An extension agent is living in a certain area and is working with 16 farmer groups of 30 persons for a period of 3 years. This means 480 farmers reached per extension agent. 254 extension agents can reach 121,920 farmers at the same time. After three years, the agents are extending the area and work with a new group of farmer.

After the successful introduction of FBS, COCOBOD always starts an extension programme with a Farmer Business School in the first year. This is the regular extension delivery model of COCOBOD since 2011, which they offer to their private partners under their CEPPP programme.

Each extension agents should implement 16 FBS trainings per year on average according to the general work plan below. There are two months per year, where an FBS trainer does three FBS trainings. In all other months, one week of FBS training is combined with one day GAP training per group according to the main cocoa farming activities during the month. The same exercise continues in the second year for groups that could not be covered in the first year. However, follow up visits in the second and third year ensure mostly to uptake extension messages.

Cocoa Extension Public Private partnership Ghana

Work plan of the Community Extension Agent

Maximum group size > 30 Extension sessions minimum per week > 5

FBS training > 5 subsequent mornings from Monday to Friday; following modules 0 to 12

Month	Week 1	Week 2	Week 3	Week 4	Extension sessions	FBS trainings
JAN	FBS & Extension Groundwork		FBS		0	3
FEB	FBS	Land selection, measurement, Preparation & shade management			15	1
MAR	FBS	Pruning & Weeding incl. removing chupons, child labour			15	1
APR	FBS	Fertilizer use & disease management. (Black pod)			15	1
MAY	FBS	Disease management: Sanitary harvest, fungicides application, MRL, Child labour			15	1
JUN	FBS & Extension Groundwork		FBS		0	3
JUL	FBS	Insert pest management, MRL, Child labour			15	1
AUG	FBS	Nursery Establishment & Management			15	1
SEP	FBS	Harvesting & fermentation, drying, child labour			15	1
OCT	FBS	Assessing cocoa quality & cocoa by-products			15	1
NOV	FBS	Additional Livelihoods			15	1
DEC	FBS & Extension Groundwork*		Local facilitator Training		15	0

* next year's groups

The main follow up mechanism of FBS trainings is two-fold: The focal persons in the groups shall do the follow up and the trainer is visiting the groups every month according to the above schedule. The GAP training visits shall include two times half-a-day of a particular FBS follow up. In about 30-35 % this follow up is really taking place.

From time to time, FBS trainers also provide so-called “refresher trainings” with the groups. Refresher trainings are done when necessary or useful. There is no particular pace.

There are times, when COCOBOD has to interrupt the regular extension delivery model for a while due to other tasks like distribution of seedlings or fertilizer, which is part of COCOBOD’s duties.

One particular objective is to turn the trained farmer groups into formal organisations. It is envisaged that three of four groups of trained farmers become a cooperative. Practically, this is happening in some selected districts.

4 _ Cost

COCOBOD in Ghana has the lowest cost of consumable material of all countries. Just 1.68 € per trained farmer are spent on consumable material. Trainer allowances, fuel, trainer salaries and supervision cost are fully borne by COCOBOD.

During the first few years, SCB was providing food to farmers during FBS trainings. With increasing outreach in 2010 it became quickly clear that the cost and the administration of these funds would be an obstacle for sustainability. In early 2012, GIZ and COCOBOD agreed on this and provision of food has been phased out. COCOBOD underlines the importance of not providing food. It reduced cost heavily and was important for making FBS sustainable.

5 _ Results

Some of the findings of a project progress review mission of the Sustainable Cocoa Business project in Ghana, whose main activity was to provide FBS trainings to cocoa farmers in cooperation with COCOBOD, were:

- › Adoption rates of GAP were 60-85%, use of business tools 30-75%, use of mineral fertilizer 35-55%, 30-60% of FBS graduates still used the workbook after two years;
- › Internal and external evaluations reported increases in cocoa yields of 40-100%, plus even higher increases in non-cocoa income;
- › Impact in terms of higher income, higher spending on the education of children, better nutrition and housing was easily visible;
- › FBS was regarded as a paradigm shift to extension which was earlier focused on technical trainings;
- › Cost efficiency of the trainings was rated very good. FBS allowed to reach a large number of beneficiaries with the available project budget.

6 _ Institutionalisation

COCOBOD takes over stepwise more and more FBS management functions and became mostly autonomous in providing FBS. GIZ reduces stepwise its management and logistic support in providing FBS in the cocoa sector in Ghana. Handing over day-to-day management responsibilities to COCOBOD, is an important aspect for sustainability:

- › Training of trainers is done by COCOBOD (under supervision by GIZ). In 2015, it is planned that 108 additional FBS trainers shall be trained. COCOBOD has nominated eight additional personnel to be trained as FBS master trainers for long-term own capacity building;
- › Organisation of FBS events and distribution of training material to the different districts is done by COCOBOD;
- › Joint monitoring of trainings in the field is ensured by COCOBOD and GIZ, gradually shifting the work of field monitoring to the extension officers. COCOBOD and GIZ use the m-data server in South Africa which allows all partners to monitor their training data via internet with individual log-in.

7 _ Conclusions

Conclusions case study COCOBOD:

- › Full ownership from the beginning was important;
- › FBS is used in combination with regular extension services. Before the start or at the beginning of an extension programme, FBS is used as the main sensitisation tool;
- › FBS service delivery can be financed sustainably based on export levies and the Cocoa Extension Public Private Partnership with private companies;
- › COCOBOD developed own capacities for training of trainers and is able to plan and monitor FBS provision independently.

Annex 3 Case study MAEP-ProDRA Togo

1 _ Framework

Agriculture is the most important sector in Togo. It employs two-thirds of the active population, who predominantly work on small land holding. Food crops account for two-thirds of the production. Main cash crops are cocoa, coffee, cotton and, to a lesser extent, palm oil.

The “*Ministère de l’Agriculture, de l’Elevage et de la Pêche*” (MAEP) is the main partner of the ProDRA project in Togo. The agricultural extension services under MAEP are provided by the “*Institut de Conseil et d’Appui Technique*” (ICAT). ICAT has about 700 staff, there of 120 higher level technicians and 330 extension agents living at producer level.

2 _ Experiences of introducing FBS

The General Secretary of MAEP got introduced to FBS during a study tour in Ghana and Benin in 2012. Following this study tour with an information seminar, it was the Ministry who asked to introduce FBS in Togo when the new GIZ programme ProDRA started. The initiative came from the Ministry itself.

Three value chains were basically chosen for FBS: Cocoa, coffee and cashew. In addition, FBS provision was started for cotton.

The “*Institut de Conseil et d’Appui Technique*” (ICAT) was chosen as the main partner for providing FBS. ICAT mainly plays two roles: On the one side, it is the national agricultural extension service working with public funding. On the other side, it is a service provider for different programmes and paid for its activities by the programmes.

In addition to ICAT, ProDRA qualified three FBS trainers of two producer unions and one federation.

Throughout the process of introducing FBS, the project kept a very close communication with the SSAB project and followed closely the recommendations.



A Pineapple farmer in Hovè Togo comparing gross margins



Another farmer making a wrap-up of the FBS course

3 _ Organisation of FBS trainings

72 trainers (18 per crop) were trained with the help of an experienced Master trainer from Côte d'Ivoire. The first training of trainers took place in 2013.

It took the project about two months to adapt the first training material for cocoa and one month to organise the first training. The curriculum has been adapted first for cocoa with support from SSAB using the available materials as basis. After a total of three months of preparation time, the first trainings of trainers took place.

Of the 72 trainers, only the most qualified 12 trainers are currently operational because of a shortage of co-financing from the partner to upscale trainings rapidly, and because of a too high number of trainer candidates in the beginning. From 2013 to March 2014, 3,204 farmers have been trained on FBS. After the ToT, the trainers continued to do the FBS trainer job in groups of two for at least three further trainings. Then they started to train alone.

During the first campaign, FBS trainings took place in five of ten districts (prefectures) planned. It was not possible to cover all ten districts planned, as the available co-financing from the partner side was limited. For the FBS trainings, priority is given to already organized groups, any time individual producers are not excluded.

A particularity in Togo is that there are trainers and support staff. Support officers are supposed to organize the trainings, to sensitise and mobilise the producers, to support the trainers during the training, to collect the evaluation data sheets and to support producers in the changes after training. 90 support officers were trained on FBS for two days. This was not sufficient and the support agents later also received a five day training.

For module eight, the project often invites micro finance institutions to contribute to the training.

The training of trainers consists of three steps, according to the SSAB recommendations:

- › A ToT workshop conducted by a FBS master trainer from the SSAB project;
- › One FBS school provided by three new FBS trainers together under supervision of the master trainer;
- › One FBS school provided by two new FBS trainers together under supervision of the master trainer.

After the ToT and the two pilot trainings, the new FBS trainer is supposed to be initially qualified, but will still continue to provide three further FBS schools together with a colleague.



How to measure adequately? Farmers in Hovè Togo comparing method by pace...



... and using a decameter

4 _ Training follow up

Follow up activities were only provided for 20% of the trained farmers. ProDRA recently concluded local subsidy contracts with the technical partners like ICAT for specific follow-up activities according to the agricultural calendar. The “*Suivi Accompagnement Standard*” comprises at least four interventions per FBS school and year, such as GAP trainings, but also trainings on business or management skills and access to financial services. These short training modules are currently being developed. The first GAP trainings took place in March 2015. Furthermore an intensive individual post training support directly provided by the FBS trainers is planned for a small number of selected producers (Suivi Accompagnement Intensif). The objective is linked to the ProDRA indicators and shall also contribute to the trainer capacities in assessing the challenge for the producers to implement the new skills.

5 _ Cost

Though the project did not yet train a large number of farmers on FBS, the cost structure is quite reasonable. Cost are as low as in the large scale SSAB project with more than 200,000 farmers trained.

Cost/trained farmer in Togo	8.8 €
_ Consumable material	3.3 €
_ Trainer equipment	0.4 €
_ Allowances/fuel	3.8 €
_ Supervision	1.3 €.

A major issue in the discussion in Togo is the payment of allowances to trainers to increase their motivation.

The national extension service ICAT has funds for paying trainer salaries, but only limited means for gasoline and other consumable cost. One of the producer unions is now willing to take over all the allowances and gasoline costs.

6 _ Results

FBS is widely recognised in Togo as a new instrument with focus on entrepreneurship development, which has the potential to improve the agricultural extension system. It stimulates the own initiative of farmers and encourages the extension agents in their job.

FBS trainers report that there is high demand among farmers for FBS who heard about the positive effects in their village or neighbouring villages. There are also echoes from other regions, where extension agents heard about FBS and ask for it.

As an example, the following results were reported for cashew farmers:

- › 86 % adoption rate of GAP;
- › 42 % improved planning of agricultural activities;
- › 34 % improved nutrition and diversification;
- › 27 % improved use of income and access to financial services;
- › 19 % application of gross margin calculations.

A weak point in Togo is the very low rate of farmers who use their workbooks actively. In some FBS schools, only five percent fill in their workbooks. Follow-up of the training needs to be intensified. However, this figure is a first estimation that has to be qualified by the evaluation in 2015.

A main innovation achieved in Togo is the adaptation of FBS for coffee farmers. Togo is so far the only country where FBS is applied to coffee farmers.

While FBS trainings continue to take place for cocoa, coffee and cashew, the provision of FBS stopped for cotton.

7 _ Institutionalisation

Institutionalisation is considered to be a longer way than initially thought. Though the political partner MAEP is highly convinced about FBS, a comprehensive pilot phase and evaluation of results is needed to proof the performance of the instrument. Proofed performance is a prerequisite to introduce FBS formally as a regular instrument with a budget line in the national extension system.

The answer of MAEP, ICAT and ProDRA to this challenge is a pilot phase with realisation of pilot trainings with initially 72 and then 12 FBS trainers and so far 3,000 trained farmers. While the pilot trainings will continue, a formal evaluation planned for 2015 shall provide a profound basis for further decision making regarding the integration of FBS in the national extension system.

Both MAEP and ICAT are convinced of FBS, but need this pilot phase and evaluation for long-term decisions. In this regard, the MAEP/ICAT/ProDRA approach is considered to be a good and realistic example of how FBS can be formally introduced in the national extension system. The producer unions are getting more and more interested to use the tool and also finance part of the cost.

Two of the national trainers are supposed to become master trainers in future. The process is not clear and has to be discussed with SSAB.

Togo is not yet using the m-data server in South Africa, but is supposed to be trained on how to use the server in 2015.

8 _ Conclusions

Conclusions case study Togo:

- › It has been an advantage that the initiative came from the agricultural Ministry;
- › The introduction of FBS was easy based on a close cooperation with the SSAB project and a lot of trainings could be organised quickly;
- › The institutionalisation of FBS into the public extension service system requires time for pilot activities and monitoring of results, based on which political decisions can be taken to include and finance a new instrument in the national extension system;
- › The sample group chosen for the M&E system (75% of farmers trained on FBS) is rather large. A smaller sample group could already be large enough.

The FBS trainings are conducted within 05 half days, while the preparation accounts for one day and the post-training follow up for two days. In line with contracts. The trainings are conducted throughout the year.

The case of CamCCUL/ONCC/CICC

CamCCUL is a micro finance institution whose aim in FBS, is to help farmers to perform their agriculture business better, and later recover with less disturbance the money borrowed to the producers. A public-private partnership project is the framework for the cooperation.

The ONCC and CICC provide services to farmers groups and cooperatives to make cocoa production in Cameroun competitive and sustainable, for the needs of good quality cocoa.

GIZ/SSAB provides training material, supports development of training capacities and provides supervision while CamCCUL, ONCC and CICC take care of the other items for the training implementation (organisation, transport facilities and transport/fuel allowance).

The case of COMPACI/SODECOTON

SODECOTON broadly follow broadly 250,000 producers. The FBS trainings are planned and organised by the Division of Agricultural Professionalization according to the convention, and the number of farmers to reach by years.

4 _ Trainings and follow up

During the trainings sessions, farmers are actively participating in the organization of the whole process: decision on training hours, breaks time, class captain nomination, time keeper appointment etc. During the last day of the training, this organization is more amplified by the installation of at least two focal persons (one man and one woman), whose mission is to continue the organization of the group, and to keep in touch with the trainers.

In the post-training monitoring and evaluation, there was a need to harmonize the type of data to be collected for the measurement of the progress due to FBS. Then, an official training was recently organized in Yaoundé from 15-17 September 2014, with the trainers of the different partners. The m-data tool to collect the qualitative and quantitative data was introduced. It will help to collect all the data related to FBS in Cameroon.

5 _ Cost of FBS training

The training cost estimations calculated for the SSAB project are summarized below.

→ Table 2 | Cost estimate of FBS Training (2014)

Comparative Overview	Nigeria		Togo		Cameroon		Ghana		Côte d'Ivoire	
Target outreach (producers)	34,980		2,160		34,980		40,200		34,980	
Trainers	75		12		70		250		70	
Cost items per	Producer	Training	Producer	Training	Producer	Training	Producer	Training	Producer	Training
Consumable material ¹	2.68 €	80.53 €	3.34 €	100.26 €	1.65 €	49.37 €	1.68 €	50.49 €	2.29 €	68.74 €
Allowance, fuel, air time for trainers ²	5.38 €	161.29 €	n.a.	n.a.	4.99 €	149.77 €	n.a.	n.a.	5.59 €	149.77 €
Equipment trainer ^{3,4}	0.48 €	14.49 €	0.37 €	11.01 €	0.41 €	12.26 €	0.46 €	13.90 €	0.38 €	11.50 €
Supervision ²	0.53 €	15.76 €	n.a.	n.a.	0.08 €	2.29 €	n.a.	n.a.	0.08 €	2.29 €
Total	9.07 €	272.08 €	3.71 €	111.27 €	7.12 €	213.69 €	2.15 €	64.39 €	8.34 €	232.30 €

1 Notebook and workbook integrated in Nigeria, Cameroon; 2 Paid by partner in Ghana, co-financed in Nigeria, partially co-financed in Cameroon and Côte d'Ivoire; Cost for Ghana not available; 3 Togo: equipment used after one year; 4 Nigeria, Ghana, Cameroon, Côte d'Ivoire including mobile phones, used after 2 years



Investment in cocoa

→ Table 3 | GIZ trained FBS Staff in Cameroon

Project	Staff trained	Period	Supporting budget
MINADER, Dioceses, MIFED	34	March 2010 in Mbalmayo	SCB
CamCCUL	24	May 2013 in Kumba	SCB /CamCCUL
ONCC	28	December 2014	SSAB/ONCC
CICC	26	April 2015	SCB/CICC
COMPACI - SODECOTON	87	October 2013	COMPACI - SODECOTON

6 _ Results

Some 87 staffs trained with the SSAB programme are in the fields for the training of farmers, and 87 other staffs were trained with the COMPACI project in the cotton sector company SODECOTON Cameroon by a senior master trainer. 61,177 producers (26% women) have been trained with support of SSAB and its partners in Cameroun. Significant changes are:

- › The rehabilitation/replanting of aging cocoa plots with hybrid cocoa varieties;
- › Measuring of cocoa plots and plots of other crops;
- › Opening of bank account for savings;
- › A high mobilization of joint efforts for working, buying and selling together;
- › Application of Good Agricultural Practices in cocoa production systems;
- › Diversification of cropping including animal production, etc.

The staff trained includes the directors and supervisors for a better understanding of the FBS needs. The pool comprises 99 FBS trainers for cocoa producers (SSAB) and 45 FBS trainers from COMPACI training in the cotton sector production in the northern Cameroon.

7 _ Institutionalization: Integration in regular service delivery of partner organisations

Basically the understanding of the FBS institutionalization in Cameroon refers to its strategic adoption as a tool for the development of agriculture, as part of the extension services system of the different institution.

For this analysis, a mission was held in Cameroon (12-14/02/2015) to meet the different stakeholders and partners implementing FBS:

- › The delegates of the Ministry of Agriculture and Rural Development Agriculture of the regions Centre and South West;
- › The Director General of MIFED and the FBS supervisor;
- › A representative of CamCCUL;
- › A reverend father and one main FBS Staff from the diocese of OBALA;
- › A reverend father from the diocese of Ebolowa;
- › A reverend father from the diocese of Sangmelima;
- › The GIZ Technical advisor in charge of FBS portfolio.

Vision of the Ministry of Agriculture and Rural Development

They are the partners where the impact could be broader, because of their staff in the field nationwide and their experience. But partnership with GIZ/SSAB covers only four regions: Centre, South, Littoral and Southwest.

The MINADER has an average of 15 functioning projects nationwide on different crops with different financial bodies, and a national programme for extension with around 900 staffs. These projects use mainly the Training and Visit (T&V) extension approach, the Farmers Field Schools, and provide support with infrastructure and material.

The FBS approach is certainly one of the best innovations with the extension staff in some regions, but its institutionalization is above the decision capacity of the delegates we met. They will continue to implement the training with the GIZ convention. But they have some regular annual limited budget for extension activities and training that they can allocate for FBS. In practice, the institutionalization of FBS needs to come from a high decision. The Minister and staff are well informed and convinced through the different meetings, but still no concrete action is done.

Nevertheless, it was agreed that the lobbying should go on with the councils, the farmer's organization whose level of organisation is still low, and the other MINADER existing projects (ACEFA, PID-MA...). It was also admitted that the existing budget must bear some FBS activities and the available subvention for inputs should be in priority given to farmers trained in FBS.

The Dioceses

The dioceses of Sangmelima and Ebolowa continue to rely on GIZ/SSAB for their FBS activities, except Obala which appears to be the only one with a concrete vision of FBS sustainability.

In Obala, the farmers to be trained were at the beginning organized following the communication during the church. But the Bishop who was gradually convinced with the FBS approach noticed a difficult follow up of the scattered trained farmers and decided to implement the trainings among 16 organized groups/associations: Ekoan Maria (2,000 members), Rosaire (1,000 members), Dame Apostolique (1,200 members), Renouveau Charismatique (900 members) within eight pastoral zones.

The same Bishop has recently published a pastoral decision announcing that the people who need any of the pastoral services must be trained in FBS. Therefore the institutionalization of FBS in the diocese of Obala is a reality, because it is foreseen that the beneficiaries will contribute to its functioning. On the other side, the diocese has other partners and functioning structures such as:

- › SUFI (Fight against malaria for two years);
- › PADER/FNE (Programme d'Appui au Développement Rural/Fond National de l'Emploi);
- › UNDP (Small Grants Programme);
- › Input Commercialisation Unit;
- › Micro Credit Unit.

For the sustainability of FBS, the Obala Diocese will continue to believe in FBS that has shown proof of its success. In the long run, they can be organized better with other donors. But at a short term, if they have the following immediate needs, they will be able to continue with FBS:

- › Training materials;
- › Mobility to reach the training site;
- › Two more trainers to cover the Haute Sanaga Division.

The micro finance institutions

MIFED

The installation of FBS close to the areas of CVE-CA (Caisse Villageoise d'Epargne et de Credit Auto Gerée) has started in 2010. The objective of the collaboration with GIZ is to reinforce the competitiveness of small cocoa plots under diversification. Today, the impact of trainings is no more to demonstrate. With a high rate (95%) of credit reimbursement, they must continue with the credit scheme.

Taking into consideration the cost of training of a producer which is 7.12 € in Cameroon, MIFED is able to sustain the FBS if the training material is available. The farmers paying the credit will be willing to pay for this cost because of their welfare and for the credibility given to them for the reimbursement. Once the number of farmers average 30, a training can be organized before installing the credit.

Using this format, MIFED will reduce the number of staff by using them according to the demand and maintain their salary.

CamCCUL

The collaboration of CamCCUL has started recently in May 2013. Today, 2,500 farmers have been trained for a cost of 30 million CFA, not including the training material. This effort cannot be sustained because of other training needs in the network, and more so the FBS investment return is not yet practically demonstrated.

The cost of training takes into account the long distances to be covered by trainers, and therefore, CamCCUL would need more trainers close to its offices and the support in providing the training material. The institutionalization of FBS is still a dream for CamCCUL.

8 _ Conclusions

Conclusions case study Cameroon:

- › Institutionalisation of FBS in the extension services of the Ministry of Agriculture and Rural Development is a possibility, but so far the Ministry has not yet taken concrete action to adopt the approach, and provide a subsequent budget;
- › Within the three dioceses, only Obala has a concrete vision of how to ensure sustainable FBS provision: The Christian association groups, the projects implemented now, and those to be elaborated will be able to continue the implementation of FBS if the training material is provided by GIZ. The Bishop is totally convinced and has determination to have FBS be sustained in his diocese;
- › Of two micro finance institutions partners providing FBS, MIFED declared to be able to provide FBS in a sustainable way if GIZ provides support with material;
- › The two new professional institutions for cocoa/coffee in Cameroon (ONCC and CICC) seem to offer the best perspectives for the FBS institutionalization, because of their consolidated vision on the approach and the declared capability to support the costs. But still, the approach needs to show proof in the yielding of effect and impacts;
- › In conclusion, the GIZ support is still needed for the strengthening of the system: training of more staff, more Master trainers and material provision.

Annex 5 Case study Malawi

1 _ Malawi cotton sector background

Malawi's revenues mostly depend on agriculture, which contributes 33% to the GDP. With a population of 15,897,000 inhabitants in 2011, 80% live in rural areas and rely on agriculture to survive. Cotton ranks third after tobacco and sugar and is grown on 70,000 ha by around 200,000 smallholder farmers. The production, using 1,000,480 lb. Bales as unit, was 125 in 2012, 180 in 2013 and 170 in 2014. The cotton production, controlled by eight main ginners has been fluctuating since the independence. These main ginners classified according to their importance include: Great Lakes Cotton Company, Cotton Ginners Africa, TOLEZA, Malawi Cotton, Afrisian Ltd, ETG/Porrogate, ADMARC and MAPETO.

There is no geographical delimitation for the cotton exploitation by the different ginners in Malawi, and they are able to operate where they can countrywide. This situation is a severe limitation to the follow up of farmers.

2 _ Experiences of introducing FBS

The introduction of FBS in Malawi followed the convention between the COMPACI project and the Great Lakes Cotton Company established in 2013. Two master trainers from Nigeria were mandated for its introduction. The trainings are conducted in the main cotton producing areas of SALIMA, BALAKA and CHINHWAWA.

3 _ Organisation of FBS Trainings

Two main trainings sessions of trainers were organised for 33 trainers including 22 external and 11 staff of the great Lakes Cotton Company. The external trainers were recruited, and paid according to a specific contract between them to the company. The producer's training is conducted in four half days in the cotton main producing areas.

4 _ Trainings and follow up

During the training, farmers participate in the organization of the session by setting together the rules of good participation. At the end, focal persons are nominated to assure the link between groups of farmers and trainers for the application and follow up of FBS lessons. But this organisation with focal persons has not been fully functional because of the lack of follow up of trainers, as this activity is not stipulated in their contract.

Concerning the post-training monitoring and evaluation, the follow up of trained farmers is not organized. There is no time allocated to it, nor a specific tool for data collection. It can happen that an internal FBS Great Lake trainers stops by to visit a farmer trained earlier, with records taken down.

The Ministry of Agriculture has six directorates¹⁰ among which is the Division of Agricultural Extension, which has nationwide eight divisions for agricultural development, 28 district agricultural development offices (with staff) and 149 agricultural



Farmers learning how to measure land and ...

¹⁰ Ministry of Agriculture Directorate in Malawi: Human resources, Animal production, Crop production, Land resources, Extension, Monitoring and Evaluation.

development coordinators heading agricultural development sections which are assisting farmers in the field. In an ideal situation, the Ministry would have been the main partner of the Great Lakes Cotton Company through their extension staffs. But nothing has been done in this regard. Some of the extension field staff were rather informally invited to FBS sessions, but there is no formal link neither with them nor with the other staff of the other cotton ginners interfering in the field.

5 _ Cost

The material and package allocated for the training includes:

- › For permanent staff trainers: A motorbike, the training notebooks, the fuel allocation and a per diem of 6,900 MK¹¹/day (10.50 Euros/day);
- › For external trainers: A bicycle, the training notebooks and a per diem of 20,000 MK/four days (30.48 Euros/four days).



... FBS farmers doing calculations during group work

6 _ Results

12 FBS trainers and two farmer groups of THOM and BEREU totalling 43 farmers were met during the mission. The following results were recorded:

- › A total of 33 FBS qualified trainers including 22 external trainers and 11 permanent staff of the company were trained. Some of the external trainers are retired persons from the administration and few have an agricultural background education;
- › A total of 11,624 cotton farmers were empowered in FBS knowledge in 2013 and 2014;
- › The trainers have realized an average of 17 trainings with 32 producers per batch;
- › The FBS lessons are highly appreciated by the farmers who are able to list the FBS knowledge that they are now applying: Plot measurement with meters, use of calculators for margin appreciation, use of improved varieties of maize, group organisation;
- › Particularly the farmers in THOM trained in March 2014 have capitalized the FBS lessons, have opened banks accounts in their district and bought a land plot together;
- › Records on cultural calendars are recorded by 83% of the farmers met in THOM;
- › Farm expenses are recorded in the practical notebooks at the rate of 79.50%;
- › Farmers help each other in the recording of expenses. Their kids help them too, because most of the parents did not attend school and have problems to read and write in English.

¹¹ Malawi Kwacha

7 _ Institutionalization: Integration in regular service delivery of the partner organisation

Under this issue, some key persons were met around meetings in Malawi, namely the Great Lake Cotton Council manager, the Great Lake Cotton Council (GLCC) managing director, the FBS portfolio manager and assistant, the Malawi Cotton Council general manager, the Malawi head of the farmer organization, the director of extension services of the Ministry of Agriculture, the cotton sector coordinator in the Ministry of Agriculture.

As said earlier, FBS in Malawi is applied for cotton through a COMPACI convention by only one ginner which is the Great Lake Cotton Company holding 20% share of cotton activities in the country. After two years of implementation, 11,624 farmers (5.81%), were trained out of the 200,000 smallholder farmers cropping cotton. With no particular follow up of farmers registered after the trainings within this short period, it is not possible to indicate the percentage of farmers trained who have formally adopted the new approach. FBS is still in an experimental phase. The support of COMPACI and GIZ is still needed.

Totally convinced by the approach, the council manager of the Great Lake Cotton Company remains nevertheless the only actor among eight ginners. On the other side, it was clearly noticed during the discussions that the FBS implementation cost will have severe limitations for its sustainability in the company after the end of COMPACI.

In the Ministry of Agriculture, the director of extension services and staff, on behalf of the Minister, is captured by the FBS approach. They have attended some trainings and graduation ceremonies of pro-

ducers. With the cotton coordinator of the Ministry of Agriculture, they still have to lobby with the Minister for the scaling up of this approach. A meeting for that issue was scheduled the week after.

The actual general manager of the Malawi Cotton Council has recently been appointed by the government, with some lines in his mandate to organize the cotton sector. After the explanation of the approach by the consultant around a meeting in the Great Lakes Cotton Company, he urged that the cotton companies have the mandate to let the farmer's organizations be the key actors in the development of the cotton sector in Malawi.

The issue of extending FBS provision to the work programme of the other ginners must be discussed quickly. The promise was made to organize a meeting with the Minister of Trade and Industry. And at the end of the meeting, the General Manager has given the assurance that the cost for the extension of FBS to the other seven cotton companies should not be considered as a limiting factor.

In summary, FBS has made a lot of progress in Malawi with some remarks. But the institutionalization still has some way to go. The essential steps to be displayed involved:

- › The appropriation of FBS in the Great Lake Cotton Company;
- › The extension of FBS in the other seven cotton ginners;
- › The scaling up of the approach with the Ministry of Agriculture.

8 _ Conclusions

Conclusions case study Malawi:

- › FBS results are satisfactory with the Great Lake Cotton Company, but the adapted training in 4 days does not seem to be appropriate;
- › The Great Lake Cotton Company needs to set up a follow up system of farmers trained on FBS for the effects and impact;
- › The FBS appropriation by farmers is a reality that may disappear if the follow up is not ensured;
- › FBS has a cost that needs to be supported somewhere. If not, the approach will collapse because it is still at the starting or initiation phase;
- › The general manager of the Malawi Cotton Council is highly interested/motivated by the approach and seems to be ready to support the cost for its perennial implementation;
- › The extension services appreciate the approach. The lobbying for its integration in the extension services needs to be reinforced and realized in a shorter term;
- › FBS meets with enthusiasm in Malawi. Its institutionalization in cotton companies and in the national agricultural extension services seems to be on the way, but it can still be considered as a dream.

Editorial

SNRD Africa is a community of practice for national and international GIZ professionals in rural development in Africa and as such is an important hub for knowledge and capacity development. SNRD Africa covers all aspects related to rural development and the sustainable management of natural resources as well as climate change in Africa. The Sector Network Rural Development, Africa (SNRD) was launched in 1995 in Lesotho and hence celebrates its 20th birthday in 2015!

The joint work on development issues and methods within SNRD supports the introduction of innovative and standardised development approaches across programmes and countries. The joint development of new approaches and the transfer or adaptation of existing approaches enable substantial reductions in programme development costs. Moreover, cooperation between sector projects in Germany and bilateral and regional programmes facilitates the organisation of joint and individual study initiatives, workshops and other products. These products draw on the knowledge and experience of employees from a diverse range of programmes across Africa and Germany.

At present, the network consists of 58 projects and programmes from 28 different African countries and Germany as well as over 300 GIZ employees and representatives from the consulting sector. Working groups bring together professionals from GIZ-supported projects and experts from GIZ sector departments, organise knowledge management, provide training in best practices and develop new approaches based on exchange and peer learning. SNRD Africa comprises the following working groups: (i) Policy Processes for Agriculture and Rural Development, (ii) Climate Change, Livelihoods and Natural Resource Management and (iii).

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