New Extensionist Learning Kit

The New Extensionist Learning Kit

The 'New Extensionist' provides a holistic view of agricultural extension and rural advisory services (RAS), which broadens the concept such services going beyond agricultural advice given the rapidly changing context of rural transformation. It situates extension and RAS within agricultural innovation systems (AIS), in which multiple and diverse stakeholders play key roles at various levels. This approach also acknowledges the pluralistic nature of service delivery and argues for an expanded role for RAS in agriculture and rural development, requiring investment in the development of new capacities at the individual, organisational and systems levels.

In 2012 GFRAS developed a position paper on the "new extensionist" that clearly details the role that extension plays in AIS and the strategies and capacities needed at each of the three levels mentioned above. In 2013 the GFRAS Consortium on Extension Education and Training started a consultative process to define core competencies required at the individual level to fulfil the role of the new extensionist. In 2015 the process of translating the defined core competencies into a 'New Extensionist Learning Kit' (NELK) began.

What is the NELK?

The New Extensionist Learning Kit comprises 13 modules covering core **functional skills** (also known as 'soft' skills') that cut across different fields. Aimed at strengthening the capacities of individual field extension staff, managers, lecturers, farmers' organisations, non-governmental organisations (NGOs) and training institutions, these functional skills are considered necessary to produce or equip a well-rounded extension professional who can effectively interact and work with all the different actors within agricultural innovation systems with the ultimate goal of benefiting smallholder farmers, rural producers and related actors.

The kit is designed for self-directed, face-to-face or blended learning (which is a combination of face-to-face, self learning and other means). Each module contains a pack with a textbook, workbook, lecturer's guide and Power Point presentation that can be downloaded from the GFRAS website easily and at no cost. Each pack also contains an interactive eLearning version that can be taken as part of the Massive Open Online Courses (MOOCs).

In addition to the New Extensionist Learning Kit, two additional modules are available on RAS Policy Advocacy and on Evaluation of Extension Programmes. These were developed alongside the NELK in response to a demand from the GFRAS network.

How the NELK Was Developed

The Learning Kit was developed through an iterative process involving a wide range of content specialists on each of the topics from around the world. An experienced publishing company was involved in the writing, design, layout and editing of the modules, working closely with content specialists for continuous feedback and quality assurance.

The modules were tested through face-to-face workshops and/or long distance self-directed learning with a significant number of stakeholders of the GFRAS community and beyond, to solicit feedback on the content and process. This feedback was consolidated and used to improve the modules before finalisation and publication.

How to Use the Learning Kit

Each module should be used in conjunction with the workbook provided. There are clear instructions and different visual features that are designed to help navigate through the documents. Each user is

encouraged to start with *Module 1: Introduction to the New Extensionist*. This module provides a foundation and the context for all the other modules.

Acknowledgements

All the materials and the eLearning units are available at:
http://nelk.g-fras.org/

NELK Modules

Additional Related Modules

Module 1: Introduction to the 'New Extensionist'

Lead Authors Zenete Franca, Mona Dhamankar and Mundie Salm

Module Overview

Changes in context over the past decades have affected the way rural advisory services (RAS) are organised and managed. These changes can be better understood by looking at the wider agricultural innovation system of which RAS is a key component. Extension services are shifting their focus and as an extension agent you are now required to strengthen your professional training with a range of knowledge and skills that support interaction with diverse actors and to share information and knowledge. Advisory services that were dominated by public extension services are now growing more varied to include private actors such as agro-dealers, agribusiness services, financial services and NGOs (international and local) in addition to producer organisations and cooperatives. As an extension agent, you therefore need to understand this increasingly complex landscape and build capacities to better serve rural producers, especially the smallholder farmers.

The Global Forum for Rural Advisory Services (GFRAS) has elaborated the envisaged role of the "New Extensionist" and has identified the capacities required at the individual level. In this module you will be introduced to the changing context of the rural community and the implications of this for extension activities. This will be done in order to understand how the currently dominant (or preferred) agricultural innovation system came into being and to understand the individual roles of different types of extension advisory service providers and how they are linked. In the second half of the module, you will be introduced to the vision, mission and guiding principles of GFRAS that form the core of the Global Forum. In doing so you will be able to understand how the learning kit relates to you as a future extension professional and what is to come as you further your studies.

Module Performance Outcomes

After completing this module, you will be able to:

1. Explain the reasons behind the need for EAS to develop better capacities, as elaborated in GFRAS' call for the New Extensionist:

- Be able to explain why and how your role as an extension agent has changed.

2. Describe the capacities needed at different levels of EAS and particularly elaborate on the practical implication for field-level extension agents:

- Describe the additional knowledge and skills (or competencies) that will help improve your advisory services in the changed landscape.

Unit 1: Rationale for the 'New Extensionist'

- The trends observed in the rural sector with a focus on globalisation and the need for pluralism;
- The development of AIS to address the changing rural context;
- The types of EAS providers and their roles.

Unit 2: New Extensionist Capacities

- The vision, mission and guiding principles of GFRAS that drive the New Extensionist movement;
- Different levels of strategic fields and capacity development and how they relate to one another; and
- The core competencies to be covered in this module and others of the learning kit.

Credit: Depositphotos

Module 2: Extension Approaches and Tools

Lead Authors Kristin Davis and Rasheed Sulaiman V.

Module Overview

Extension as a science and profession has evolved over the past few decades in response to challenges. Extension professionals must be aware of the changing tools and approaches to extension and be able to assess and select the appropriate tools and approaches to suit the conditions they work in. As an extension professional, you will deal with many challenges such as supporting farmers to adapt to climate change, helping farmers to access high-value markets, organising farmers into groups, dealing with issues related to natural resource management and marketing. It is more important than ever before to professionalise extension services and efforts are underway to put standards and certification in place.

In this module, you will learn about the role of extension in innovation and development. An overview of the history of extension, its development and its status as a science and profession will be investigated with the second half of the module focusing on the tools and approaches available to you as an extension practitioner and how apply them.

Target Audience: Extension programme managers and field agents who take decisions on approaches and methods

Module Performance Outcome

After completing this module, you will be able to:

1. Describe the role of extension in innovation and development and how it has changed over the years;
2. List and explain the major extension approaches;
3. List and explain the features of different tools and select appropriate ones based on programme goals and local context and
4. Make informed decisions and identify the appropriate approaches and tools to fit local conditions in response to changing contexts.

Unit 1: Innovation and Development in Extension

- The role of extension in stimulating change (The value of extension);
  - Contribution of different disciplines to the extension science (Extension as a science);
  - Contribution of research and scientific journals to the improvement of extension services;
  - Explain the importance of extension as a profession; and
  - Describe the role of a code of conduct in improving public confidence.

Unit 2: Major Extension Approaches and Tools

- Evolution and features of extension approaches;
- Reforms in extension and advisory services;
- Features and purpose of different extension tools ;
- Understand when and where to use different tools ;
- Selecting the appropriate approaches and tools to your specific context.

Credit: FAO Forestry

Module 3: Agricultural Extension Programme Management

Lead Author Mercy Akeredolu

Module Overview

Over the years, agricultural extension has moved towards a participatory approach. This has created a need for extension organisations to be more responsive to those using their services. Economic crises have triggered a need for increased accountability, restructuring and reform in agricultural extension since the early 1990s. At the national level, inappropriate public extension policies, limited public funds, lack of accountability and growing rural poverty have prompted developing countries to re-examine the relevance of agricultural extension in rural development.

Agricultural extension faces the challenge of establishing a well-managed, effective and accountable system that meets the needs of many farmers engaged in diverse and complex farming systems, as well as effectively monitoring, evaluating and assessing the impact of extension services. These challenges are the result of how dependent extension is on the performance of the agricultural research system and its feedback linkages as well as the inherent problems in ensuring political commitment and the economic sustainability of agricultural extension.

This module has been designed to introduce extensionists to the key terms and concepts required to understand agricultural extension programme management and to begin building the knowledge, skills and attitudes they require to manage extension effectively.

Target audience: This module is a learning resource for extension professionals involved in the management and planning of extension programmes, including front-line extension personnel who manage projects and programmes at the field levels and extension managers at different levels.

Module Performance Outcomes

After completing this module, you will be able to:

1. List the theories and explain the practice of agricultural extension management:

- Describe the basic concepts of extension programme management; and
- Describe the theories, principles, process and functions of a good manager.

2. Differentiate between approaches to management strategies or extension organisations;
3. Explain the concept and relevance of leadership, motivation and group dynamics in management;
4. Describe the importance of agricultural extension programmes and the process of programme planning;
5. Explain the importance of farmer involvement and apply the tools of programme planning;
6. Create an action plan for your time management process and identify ways to evaluate and improve your efforts;
7. Explain the relevance of human resource management;
8. Explain the importance of coordination and control within a pluralistic system of extension;
9. Explain the management information system and its role in organisational management;
10. Explain how large-scale computer application system can assist with business management and operations; and
11. Explain the concept of MELS and its application for effective organisational management.

Unit 1: Meaning, Process, Basis/Theories and Practice of Extension Management

- Meaning and definitions of management, theories and principles; and
- Functions of Management.

Unit 2: Approaches to Management Strategies of Extension Organisations

- Publicly funded extension systems; and
- Privately funded extension systems.

Unit 3: Leadership, Motivation and Group Dynamics

- Leadership: Theory and practice; and
- Work group dynamics and creativity.

Unit 4: Extension Programmes and Programme Planning

- Importance of extension programmes and planning;
- Extension programmes, types, assumptions and principles; and
- Programme development cycle and steps in programme planning.

Unit 5: Managing Organisational Change and Conflict Resolution

- Organisational change; and
- Conflict and conflict management.

Unit 6: Involvement of Farmers and Programme Planning Tools

- Concept of involving farmers in planning extension programmes; and
- Tools in programme planning.

Unit 7: Time Management

- Good time management and defining goals;
- Analysing energy allocation; and
- Identifying personal style of time management.

Unit 8: Human Resource Management

- Human resources management functions; and
- Legal implications of human resources management.

Unit: 9: Coordination and Control in Agricultural Extension Management

- Organisational control;
- The control process; and
- Principles of and barriers to co-ordination.

Unit 10: Management Information Systems

- Basic information management systems concepts;
- Working with management information systems staff; and
- Using computer application systems in management.

Unit 11: Monitoring, Evaluation & Learning

- Monitoring for effective management; and
- Evaluation for effective management.

Module 4: Professional Ethics

Lead Author Fanie Terblanche

Module Overview

Worldwide, there is a tendency for more and more organisations that deliver a service to the public to call their service a professional service that is executed by professionals. Whether or not to recognise extension and rural advisory services as a profession has been an ongoing debate over the past few decades, but uring the last decade, extension and rural advisory services have been increasingly recognised as professions. This module will briefly discuss the concept of ethics and the importance of professional ethics and codes of behaviour in the workplace. This module will look at the meaning of a profession and professionalism and what it means to be a professional. You will learn what qualities and characteristics define a profession and a professional and the importance of professional development. The final part of this module will look at what competencies you will need as a professional extensionist to perform your duties effectively.

Credit: Richard Nyberg, USAID

Module Performance Outcomes

At the end of this module, you will be able to:

1. Discuss the term ethics and apply a code of ethics and a code of conduct;
2. Explain what a profession is and what is expected from a professional; extensionist;
3. Describe what professionalism means in the workplace; and
4. Discuss the fundamental skills needed by professional extensionists.

Unit 1: Ethics

- What are ethics; and
- Code of ethics and conduct.

Unit 2: Professions and Professionals

- What is a profession; and
- What is a professional.

Unit 3: Professionalism in the Workplace

- What is professionalism; and
- Professionalism and professional development.

Unit 4: Competencies Required by Professional Extensionist

- Core competencies required by extensionists; and
- Important by-laws for professionalism.

Module 5: Adult Education for Behaviour Change

Lead Author Mary Rodriguez

Module Overview

Rural advisory services are called to help stimulate behaviour change amongst the clients they serve. However, change is not an easy process. There are many components which can influence change, one of those being the educational training received. Agricultural extension professionals provide much of the educational training to farmers about new and existing agricultural and environmental practices. Educating farmers within the agricultural innovation system requires the extension professional to be well equipped to provide programming that meets the needs of the learner, facilitates behaviour change and ultimately leads to the adoption of innovations. This module will provide an introduction to behaviour change and some of the factors that can influence it. Secondly, it provides an overview of important concepts for the facilitation of learning. You will also learn what factors to consider in order to develop a successful training programme. Finally, this module will explain why evaluation is vital in education programmes

Module Performance Outcomes

Upon completing the module and its activities, you will:

1. Explain the basics of behaviour change within the AIS context and your role in that process;
2. Identify the various components that impact the facilitation of learning;
3. Describe and apply the steps in proper training development; and
4. Explain the importance of learning assessments and describe the various methods of assessing training programmes.

Unit 1: Understanding Behaviour Change (Through the Diffusion of Innovations Theory)

- Describe the challenges of behaviour change;
- Explain the components influencing the adoption of innovations; and
- Discuss criticisms surrounding behaviour change theories.

Unit 2: Facilitating Learning for Behaviour Change

- How we learn (Different between passive and active learning);
- Factors that influence learning;
- The importance of motivation in learning and behaviour change; and
- The Difference between Adults and youth learners.

Unit 3: Training Design for Behaviour Change

- Knowing your audience (Collecting information about clients to meet their needs);
- Design training programme for optimum information transfer; and
- Different approaches for facilitating learning.

Unit 4: Evaluating Your Educational Programme

- The importance of client satisfaction; and
- Appropriate methods to evaluate learning and training programme.

Module 6: Basic Knowledge Management and Extension

Lead Author Laurens Klerkx

Module Overview

Extension from the perspective of the 'New Extensionist' has moved beyond a technology transfer paradigm and is more broadly about enhancing different ways of fostering communication between relevant players in agriculture, in order to enhance knowledge sharing, learning and ultimately innovation in terms of practices and technologies. Extensionists should thus be able to facilitate flows of knowledge between relevant players in the agricultural innovation system, making use of different methods and media. They also should manage knowledge to keep themselves up-to-date in order to deliver the best possible support to farmers.

The success of agricultural innovation systems (AIS) are greatly dependent on effective communication of knowledge. This module outlines the different types of knowledge that you as an extension agent will need to deal with as well as the different sources through which knowledge can be gained. You will learn that different situations may require you to take on different intermediary roles in order to facilitate the transfer of knowledge. This module also describes the different communication media and tools available to you to support your role in stimulating the flow of knowledge.

Credit: Maria Fleischmann-World Bank

Module Performance Outcomes

At the end of this module, you will be able to:

1. Distinguish between and describe different types of knowledge relevant to agricultural extension and innovation;
2. Describe the basics of knowledge management and the different intermediary roles needed to foster knowledge flow;
   - Employ the most appropriate intermediary role for a particular situation;
3. Distinguish between different communication media and tools that can support knowledge management.
   - Employ the most appropriate one for a particular situation.

Unit 1: Different Types of Knowledge

- Innovation as a process of collective learning and knowledge exchange,
- Different sources and types of knowledge; and
- Innovation as a process of collective learning and knowledge exchange.

Unit 2: Different Communication Models and the Intermediary Role of the Extensionist

- Different communication models to transfer or exchange knowledge;
- Adapting communication models and intermediary roles to levels of complexity; and
- Extension as a knowledge management system.

Unit 3: Communication Media and Tools in Support of Knowledge Management

- Different forms of communication media; and
- Using ICT to enhance knowledge management by extensionists.

Module 7: Introduction to Facilitation for Development

Lead Authors Hlamalani Ngwenya and Paul Kibwika

Module Overview

The ultimate aim of agricultural extension professionals is to influence development change in the societies where they work. In the agricultural innovation systems (AIS) context, this change will be stimulated by better relationships between actors. It is therefore imperative that you (as an extension professional) endeavour to develop good facilitation skills to increase your effectiveness.

This module introduces you to facilitation for development. It covers:

1. The relevance of facilitation for development in the context of AIS;
2. Facilitating change in individuals, groups and organisations;
3. Facilitating multi-stakeholder engagements; and
4. Brokering strategic partnerships and networking.

Module Performance Outcomes

After completing this module, you will be able to:

5. Explain the concept of facilitation for development as a core function of extension profession in agricultural innovation systems;
6. Employ appropriate methods and tools of facilitating change in individuals, groups and organisations;
7. Design processes and methods of facilitating Innovation platforms and other multi-stakeholder engagements; and
8. Explain the importance of brokering strategic partnerships, learning alliances and networks in fostering innovation.

Unit 1: Facilitation for Development in the Context of AIS

- Understanding the relevance of facilitation for development in the context of AIS;
- What it is facilitation for development;
- Desired attributes of facilitator for development; and
- Technical skills of a facilitator for development.

Unit 2: Facilitating Change in Individuals, Groups and Organisations

- Self-discovery to realise our potential;
- Managing group dynamics and working together; and
- Supporting organisational change processes.

Unit 3: Facilitating Operational Level Multi-stakeholder Engagements

- Arrangement for multi-stakeholder interactions;
- Visualising innovation platforms; and
- Policy engagement platforms.

Unit 4: Brokering Strategic Partnerships and Networking

- The importance of brokering strategic partnerships, learning alliances and networks in fostering innovation.

Module 8: Community Mobilisation

Lead Author John Recha

Module Overview

Community mobilisation is a process whereby local groups are helped to clarify and express their needs and objectives and in taking collective action to meet them. It emphasises the involvement of the people themselves in determining and meeting their own needs. It is closely linked with participation and resilience and recognises that the problems the local population may face cannot always be solved on an individual basis. The main purpose of community mobilisation is to get the community to recover from any shocks they may experience and to be able to deal with similar situations in the future in a self-sustaining way.

In this module, you will learn what community mobilisation is and why it is important. You will learn about using appropriate approaches for community mobilisation, including methods that involve women and the youth.

Module Performance Outcomes

After completing this module, you will be able to:

1. Explain why community mobilisation is important:
   - Discuss the roles of culture and diversity in a community; and
   - Describe the roles of gender and youth.
2. Employ appropriate approaches for community mobilisation:
   - Plan and carry out a livelihood assets assessment;
   - Analyse, interpret and apply the information from livelihood assets assessments; and
   - Recognise different problem solving approaches.
3. Design processes and methods of community mobilisation strategies that involve women and the youth:
   - Discuss the role of leadership development in community mobilisation; and
   - Apply resource mobilisation strategies in community mobilisation.

Unit 1: Culture and Diversity, Including Gender and Youth

- Understanding the relevance of culture and diversity in guiding a local community to develop a vision; and
- Building diverse and inclusive community that recognises women and youth.

Unit 2: Livelihood Assets Assessment

- Sampling and assessment planning process; and
- Learning core components of livelihood assets assessment and analysing the results.

Unit 3: Problem Solving Approaches

- Describe community decision making based on data;
- Explain the root causes of problems;
- Sustainable community solutions in a participatory manner (Including development of basket of options); and
- Participatory monitoring and evaluation.

Unit 4: Leadership Development

- Leadership styles;
- Communication skills;
- Leading and motivating community co-workers.
- Mentoring;
- Time management;
- Participatory goal setting and accountability; and
- Teamwork and team building strategies.

Unit 5: Resource Mobilisation

- Understanding local resource mobilisation;
- Reviewing the community strategic plan;
- Determining resource mobilisation targets;
- Identifying stakeholder groups;
- Developing key messages;
- Selecting resource mobilisation vehicles; and
- Monitoring resource mobilisation activities.

Module 9: Farmer Organisational Development

Lead Author Benito Eliasi

Module Overview

This module will provide basic practical guiding principles to the extensionist on how to develop the capacity of farmers to enable them to form strong organisations that effectively serve their members. The module discusses the definition of farmers' organisations (FOs) and how different formations of farmers play different function and roles in the agriculture sector. Issues of sustainability of FOs will be discussed and the extensionist will be equipped to guide farmers in forming and managing sustainable organisations.

Module Learning Objectives

At the end of this module you will be able to:

1. Define the concept of FOs, their typology and their differentiated formations and functions;
2. Identify the diverse environment under which FOs operate and factors that are critical for their success;
3. Recognise the complexity involved in developing a viable capacity development programme for small-scale FOs; and
4. Explain the concept of sustainability of FOs and be able to assist farmers to make their organisation more sustainable.

Module Performance Outcomes

Upon completing this module, you will be:

1. Able to competently explain different formations and functions of FOs as well as the appropriate services each of the categories is expected to provide to farmers; and
2. Able to advise farmers' organisations on how they can ensure sustainability of their organisations.

Unit 1: Definition and Differentiated mandate of Farmers' Organisations

- What is a farmer-based organisation?; and
- Categories of farmers' organisations.

Unit 2: Prerequisite for Successful Farmers' Organisation

- Internal factors that can affect the operations of FOs; and
- External factors affecting FOs.

Unit 3: Sustainability of Farmers' Organisations

- Farmer representation as a factor for sustainability;
- Importance of good cooperate governance in FOs; and
- Importance of financial sustainability in FOs.

Unit 4: Functions of Farmers' Organisations

- Economic Function of FOs;
- Function of influencing policies – political function;
- Social function played by FOs; and
- FOs and their role in facilitating farmers to access technology.

Credit: USUN

Module 10: The Role of Extension in Supporting Value Chains PART I: Theory

Lead Authors Shaun Ferris and Stacie Irwin

Module Overview

Globally, economic activities are becoming increasingly integrated in efforts to reach new levels of efficiency and profitability. Value chains are one type of market supply chain, which organise various actors involved in the process of creating a product and getting that product to a consumer. In agriculture, value chain structures based around commodities are beginning to offer producers access to new market opportunities. Working within agricultural value chains involves new, often more complex, combinations of knowledge, skills and partnerships. For extensionists, this means broadening the traditional production focus of extension services towards a more analytical, facilitation-oriented approach.

N.B. The module is offered in two parts. Part I Theory and part II Practical. **This is part I.**

Target Audience: This module has been developed to be used as a self-guided learning resource. It targets anyone who is currently working within extension and looking to improve their competence providing quality extension services within agricultural value chains. It is aimed at extensionists working with the public and private sectors as well as with civic society in recognition of the progressively pluralistic nature of modern extension systems.

PART I: Theory

The purpose of this part of the module is to help extension agents, who are new to working with markets, understand the basic components of marketing value chains and the way in which extension agents can work with farmers and other key chain actors to target market opportunities and to develop an action plan that farmers can use to engage with markets successfully.

In the theoretical part of the module the focus is on the importance of agricultural marketing for farmers, the analysis of the agricultural market and the value chain, as well as market linkage methods.

Module Performance Outcomes

After completing this module, you will be able to:

1. Explain why agricultural marketing is important for farmers;
2. Explain the agricultural market, the value chain and the key actors in the value chain;
3. Assess market linkage methods; and
4. Analyse markets and value chains.

Unit 1: The Agricultural Market, Value Chain and Key Actors

- Agricultural marketing, the market and the value chain;
- Supply and demand and their effect on the market;
- Different types of formal and informal markets in the agricultural value chain;
- Advantages and disadvantages involved in the different types of agricultural markets;
- The key actors in a value chain and their roles;
- Key business development service providers in the agricultural market;
- The role of business development services in the agricultural market;
- Describe the role of key regulators in the agricultural value chain;
- The most important food issues and standards in the agricultural market.

Unit 2: Market Linkage Methods

- The changing conditions in and roles of rural communities;
- Different marketing strategies and approaches commonly used by smallholder farmers in rural areas;
- The ways in which extension agents can help farmers gain a better understanding of their market options;
- The basic concepts involved in value chains and market linkage; and
- The use of value chain methods for market linkage.

Unit 3: Analysing Markets and Value Chains

- The type, scale and level of the market analysis; and
- The nature and use of the most important tool-kits and approaches to value chain development.

Module 10: The Role of Extension in Supporting Value Chains PART II: Practical

Lead Authors Shaun Ferris and Stacie Irwin

Module Overview

Globally, economic activities are becoming increasingly integrated in efforts to reach new levels of efficiency and profitability. Value chains are one type of market supply chain, which organise various actors involved in the process of creating a product and getting that product to a consumer. In agriculture, value chain structures based around commodities are beginning to offer producers access to new market opportunities. Working within agricultural value chains involves new, often more complex, combinations of knowledge, skills and partnerships. For extensionists, this means broadening the traditional production focus of extension services towards a more analytical, facilitation-oriented approach.

N.B. The module is offered in two parts: Part I Theory and part II Practical. **This is part II.**

Target Audience: This module has been developed to be used as a self-guided learning resource. It targets anyone who is currently working within extension and looking to improve their competence providing quality extension services within agricultural value chains. It is aimed at extensionists working with the public and private sectors as well as with civic society in recognition of the progressively pluralistic nature of modern extension systems.

PART II: Practical

The purpose of this module on **marketing** and **value chain** development is to help extension agents, who are new to working with markets, understand the basic components of marketing and value chains. This module will also focus on the way in which extension agents can work with farmers and other key chain actors to target market opportunities and to develop an action plan that farmers can use to engage with markets successfully.

In this practical part of the module, you will be familiarised with the use of market analysis tools and value chain upgrading strategies, as well the use of information and communication technologies (ICTs) in value chains services.

Module Performance Outcomes

After completing this module, you will be able to:

1. Demonstrate how market analysis tools are used;
2. Discuss value chain upgrading strategies; and
3. Evaluate the use of ICTs in value chain services in the agriculture sector.

Unit 1: Using Market Analysis Tools

- Different market strategies and interventions;
- The market opportunity identification (MOI) process;
- Identify market opportunities by following the steps in the MOI process;
- Key points that are evaluated in a value chain analysis; and
- Steps involved in the value chain analysis.

Unit 2: Value Chain Upgrading Strategies

- Identification of the assumptions and decision points in value chain upgrading;
- The value chain investment process;
- Assessing value chain upgrading strategies on farmer and extension agent level; and
- Designing a business plan for the implementation of a value chain upgrading strategy.

Unit 6: Using ICTs in Value Chain Services

- Identifying different ICT support services; and
- The use of ICT in agricultural development.

Credit: Depositphotos
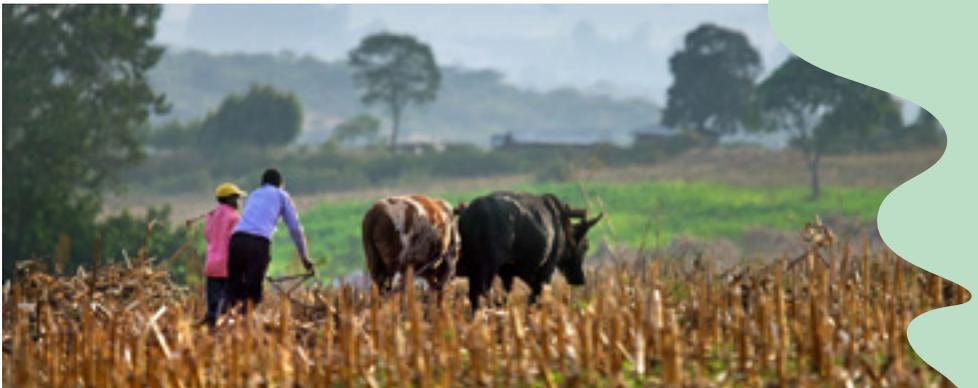
Module 11: Agricultural Entrepreneurship

Lead Author Shaun Ferris

Module Overview

Over the past 30 years, there has been a major shift in agricultural markets and the international trade of agricultural products. Essentially, the world is moving from local and national markets towards a global system of trading, which means that neighbouring farmers working small plots of land may be competing with large industrial farmers from another country in a single marketplace.

Within developing countries, there is an increasing pressure on farmers commercialise their operations. This change is driven by two key factors: (1) declining land size means that farmers need more intensive production systems to support their family needs and (2) general modernisation calls for farming families to generate larger incomes to support their family needs in terms of medical support, education, transport, communications and the rising costs of their cultural traditions.

To meet this drive for greater commercialisation, extensionists need to take on news skills to support the agri-enterprise needs of farmers. This includes working with individual farmers to develop farm plans and also to work with various levels of farmer organisations from groups to cooperatives in areas of market analysis, financing, sales and building the business opportunities for their farming clientele.

This module has been designed to introduce extensionists to key terms and concepts required to understand how to introduce and strengthen agricultural entrepreneurship to farmers, farmer groups and agricultural businesses that support improved productivity and market engagement. This module provides a practical approach to improving the knowledge, skills and attitudes of extension agents as they seek to help the farming community to take on new enterprise skills.

Target Audience: It targets anyone who is currently working within extension and looking to improve their competence in providing quality extension services to build skills of farmers seeking to raise their agri-enterprise options. It is aimed at extensionists working with the public, civil society and private sectors in recognition of the progressively pluralistic nature of modern extension systems.

Module Performance Outcomes

After completing this module, you will be able to:

1. Explain the concept of agri-entrepreneurship;
2. Evaluate the key skills involved in running a business;
3. Identify markets, map resources and conduct business planning;
4. Explain the basic principles of financial management, sales and risk management;
5. Perform operations and financial record keeping; and
6. Explain how you would go about building a business and manage relationships.

Unit 1: Introduction to Ideas on Agri-entrepreneurship

- What is the role of the new extensionist in agri-enterprise development?
- Evaluating your entrepreneurs (clients); and
- Defining the business idea.

Unit 2: Evaluating Key Skills Needed to Run a Business

- Diagnostic of basic competencies and skills needed to run a business.

Unit 3: Identifying Markets, Mapping Resources and Business Planning

- Identifying market opportunities;
- Managing key activities and partners for your business; and
- Business planning from canvas to business plan.

Unit 4: Financial Management, Sales and Risk Assessment

- Sources of finance;
- Managing financial resources;
- Basics of sales; and
- Risk assessment.

Unit 5: Record Keeping

- Operations record keeping (booklet); and
- Financial record keeping (booklet).

Unit 6: Building your Business and Managing Relationships

- Putting plans into action and monitoring progress; and
- Managing relationships.

Credit: Depositphotos

Module 12: Gender in Extension and Advisory Services

Lead Authors Amy Sullivan and Sandra Russo

Module overview

In order to deliver on their mandates and contribute to positive change, extensionists need a well-developed understanding of and the skills necessary to address critical issues around gender in rural livelihoods. Men and women, young and old, all play vital roles in rural livelihoods, but assumptions are often made about who does what and who makes the decisions. These details of gender and decision-making are critical to targeting efforts and helping everyone involved in rural livelihoods and agriculture benefit from innovations and improved technologies.

This module on gender is designed to help you understand why these concepts are important in extension. You will learn how to identify why different community members have different needs from extension and how you can begin addressing them. By understanding these different needs, you will be able to better match the best technologies to opportunities, deliver successful programmes and avoid making anyone's situation worse. This module will also help you improve in your role(s) in extension to better meet critical needs in rural livelihoods.

Module Performance Outcomes

Upon completing this topic, you will be able to:

1. Discuss the Basics of gender for extension:
    - Explain what gender means where you live and work;
    - Recognise gender differences in rural livelihoods; and
    - Use a gender lens to examine the situation where you work.
2. Identify engagement, opportunities and entry points for addressing gender:
    - Demonstrate how you could engage different clients in new ways through extension and rural advisory services by identifying entry points and opportunities.

Unit 1: Understanding Gender and Basic Gender Analysis

- Basics of gender (difference between gender and sex);
- Gender roles and gender differences based on culture;
- Division of labour in agricultural context; and
- Access to and control of resources in extension.

Unit 2: Engagement, Opportunities and Entry Points for Working with Women

- Power, positionality: who wins, who loses?
- Finding entry points: why picking any women's group is not sufficient;
- Working in groups; and
- Self-awareness or self-reflection.

Credit: UNICEF-Ethiopia

Module 13: Risk Mitigation and Adaptation in Extension and Advisory Services

Lead Author Sepo Hachigonta

Module Overview

Extension professionals in Africa work under complex and uncertain environments (ecosystem, socio-economic or political). Equipping extensionists with risk management, mitigation and adaptation skills is key to minimising negative agricultural impacts triggered by unforeseen shocks such as a sharp swing in product and input prices and extreme weather/climate events. This module will focus on approaches to risk and adaptation management, assessment and developing intervention of risk in the agricultural context, resilience in the context of risk, understanding how improved risk planning can increase identification and adaptation of farming strategies, climate change concepts and how extension professionals can be equipped to better manage risk and uncertainty.

This module aims to familiarise you with risk management and adaptation planning in Extension and Advisory Services (EAS). You will be introduced to the concepts of risk and uncertainty in order to better understand the impact of factors such as market and climate variability in the agricultural sector. You will also be provided with skills, tools and knowledge to address these factors through the use of risk management and adaptation strategies. Remember that this module not only focuses on improving your own risk management capacity but also focuses on your ability to improve the capacity of rural farmers; a primary goal of EAS. The module presents selected standard approaches and tools for assessing climate change risks and adaptation measures. The material in this module draws on lessons learned from different regions and derived from various open access platforms.

Module Performance Outcomes

At the end of this module, you should be able to:

1. Define the concept of risk, uncertainty, resilience and adaptation;
2. Map, analyse and evaluation risk and adaptation;
3. Discuss the obstacles and opportunities arising from risk and adaptation planning;

4. Analyse the impact of climate change and climate-induced extreme events;
5. Describe the basics of climate change and variability;
6. Evaluate the role of EAS in risk assessment and adaptation planning; and
7. Use risk management and adaptation tools.

Unit 1: Introduction to Risk and Risk Management

- Understanding concept of risk, uncertainty and risk management;
- Mapping of different types and sources of risk;
- Risk perception and human behaviour; and
- Risk identification, measuring, analysis and evaluation.

Unit 2: Understanding Adaptation in the Context of Climate Change

- Understanding climate science;
- Climate change and agriculture;
- Climate change and socio-economics;
- Climate change and health; and
- Example of an adaptation planning and implementation approach.

Unit 3: The Role of EAS in Adaptation and Risk Management

- Role of EAS in mitigating risks and uncertainty;
- Climate forecast; and
- Market forecast.

Unit 4: Tools for Assessing Risk and Identifying Adaptation Strategies

- Adaptation and risk management tools;
- Resilience tools;
- Climate and socio-economic forecasting tools; and
- Data collection and visualisation tools.

The Basics of Monitoring and Evaluating Rural Advisory Services

Lead Author Sanne Chipeta

Module Overview

The module 1 is aiming to provide the basic knowledge and understanding for all stakeholders of what RAS is, what monitoring and evaluating (M&E) rural advisory services (RAS) is and what it can be used for to improve RAS systems and interventions.

Learning Objectives

All stakeholders should have a thorough understanding of:

1. The concept of RAS, the roles of RAS in the agricultural innovation system (AIS) and the principles of modern RAS;
2. What monitoring and evaluation is about;
3. The roles that M&E can play in RAS – for accountability, for documentation of the value of RAS and for improving policies and practices of RAS; and
4. The main challenges of modern RAS and the characteristics for M&E of RAS interventions.

The stakeholders should thereby be motivated to enable, implement and use M&E for documentation, accountability, advocacy and internal learning.

Unit 1: The Roles of Rural Extension in Agricultural Innovation Systems (AIS) and the Principles of Modern Rural Extension Services

- Place RAS in the agricultural innovation systems (AIS);
- Understanding the structure and functions of AIS with multiple actors; and
- Define the possible/ideal role/s of RAS in the AIS.

Unit 2: Understand the Principles of Modern RAS Systems/Interventions

- Integrated in the AIS;
- Empowerment and equal access (by gender, ethnicity and wealth);

- Pluralistic delivery;
- Demand driven (accountability to the users, responding to demand);
- Market oriented; and
- Sustainable.

Unit 3: Defining Monitoring and Evaluation

- Basic principles of Results Based Management;
- Defining monitoring in RBM; and
- Defining evaluation and how it interlinks with monitoring.

Unit 4: The Roles that M&E Can Play in RAS – for Accountability, for Documentation of the Value of RAS and for Improving Policies and Practices of RAS

- Differentiate the different roles/purposes of M&E;
- Accountability;
- Evidence based policy/management decisions;
- Internal and external learning;
- Mixed purposes; and
- Understand how the different purposes influence the M&E practise.

Unit 5: The Main Challenges of Modern RAS the Characteristics for M&E of RAS Interventions

- Understand the main challenges globally and be able to identify the particular challenges related to their own RAS system/organisation/interventions;
  - Identify the factors to look at in a particular system/ intervention; and
  - Understand how the challenges of modern RAS, the complexity of functions, multiple actors and non-linear impact lines affects the choices of approaches and methods in M&E.

Policy Advocacy for Rural Advisory Services (RAS)

Lead Author Sithembile Ndema Mwamakamba

Module Overview

Globally there are few examples of specific national agricultural extension policies. Policies that effect the provision of rural advisory services (RAS) are more typically written in the larger context of policies for the agricultural sector overall. As an extension professional, you are at the forefront of making development happen. You therefore constantly encounter situations where existing policy constrains development interventions or new policies could better support development. While policy is not your day-to-day function, you are in better position to generate evidence to inform good policies and organise the relevant stakeholders to articulate policy needs to the relevant authorities.

This learning module provides a broadly accepted definition of advocacy and underscores RAS actors' unique position and experience in policy advocacy. The module provides detailed steps, guidance and tools for developing and implementing an advocacy strategy. It complements the Strengthening RAS Actors' Capacity for Advocacy and Dialogue on Policy Reform and Action; the GFRAS Policy compendium article (Mwamakamba et al., 2016). This module will help you to understand how to organise evidence for policy action and most importantly, how you can support actors (including farmers) to better input into the policy development processes.

Learning Objectives

At the end of this module, you will be able to:

1. Define policy-focused advocacy;
2. Analyse policies that lie at the root of RAS;
3. Identify the most effective way to use research and field data for policy prioritisation and policy advocacy;
4. Recognise the basic steps needed to create an advocacy strategy and the role of evidence in that process; and
5. Understand and apply tools for advocacy.

Performance Outcomes

Upon completing activities within this module, you will be able to:

1. Identify the components of a policy advocacy strategy;
2. Develop a specific advocacy goal that is relevant to your work;
3. Identify key decision makers and influencers that can make your advocacy goal a reality;
4. Design strategic advocacy activities and targeted messaging to reach and influence decision makers;
5. Draft a policy advocacy strategy and work plan to share and implement with colleagues; and
6. Effectively advocate across multiple agencies and organisations for a position on a RAS issue.

Unit 1: Introduction to Policy Advocacy

- Defining advocacy;
- Different approaches to policy advocacy;
- Defining advocacy for RAS; and
- Rationale for advocacy.

Unit 2: The Policy Development Processes

- Understanding the RAS policy environment;
- The policy making process;
- Stakeholder mapping;
- Identifying opportunities and barriers to policy development processes; and
- Fundraising: mobilising resources.

Unit 3: Mobilising for Action - The Policy Advocacy Strategy

- Identifying policy problems, solutions and evidence;
- Understanding your audience;
- Defining advocacy goals and objectives;
- Developing advocacy messages; and
- The face of the advocacy campaign/messenger/policy champions.

Unit 4: Policy Advocacy Engagement Platforms and Tools

- Policy dialogues;
- Using the media for policy advocacy; and
- Plan to measure success.

Credit: Depositphotos

Global Forum for Rural Advisory Services (GFRAS) is about enhancing the performance of advisory services so that they can better serve farm families and rural producers, thus contributing to improved livelihoods in rural areas and the sustainable reduction of hunger and poverty. Rural advisory services help to empower farmers and better integrate them in systems of agricultural innovation.