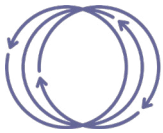


Multi-Stakeholder Collaboration for Systemic Change: A New Approach to Strengthening Farmer Support Systems





GOOD
GROWTH
PARTNERSHIP



DIAGNOSIS SCORECARD

Cell to be completed are indicated in [blue](#)

COUNTRY	
FARMER SUPPORT FORUM National / Subnational (if subnational please indicate name of province/region/district)	
DATE(S) OF MULTISTAKEHOLDER SCORECARD EXERCISE	
FACILITATOR	
METHODOLOGY USED Questions answered anonymously or not / Initial data collection prior to the meeting or not/supporting software (e.g. survey monkey, interactive real time voting, etc.)	

Part I – General Information on Service Providers

Please indicate in the table below basic information about the service providers (public, private and/or civil society institutions) currently providing support to Commodity X farmers in the farmer support forum jurisdiction (national or subnational) - add column as needed. More detailed information on each service providers (e.g. sources of funding, annual budget, human resources, financial expenditures, etc.) should be collected during the diagnosis study that normally precede the diagnosis scorecard exercise.

	Service Provider 1	Service Provider 2	Service Provider 3
Name			
Legal Status (national/subnational government, NGO, private sector, farmer based organisations, university based, etc.)			
Year established			
Name of farmer support forum representative			
Contact details (email and telephone)			
Approximate Number of farmers serviced			
Primary source of funding (government, fee for service financing, private sector, donor, other)			

Part II – Joint Assessment

The assessment should ideally be conducted for the existing farmer support “system” as a whole – i.e. taking into account the different service providers that exist in the targeted jurisdiction – as we are interested in strengthening the existing system at systemic level. In the case where answers differ greatly from one service provider to the other, the average should be recorded i.e. “(in general among service providers)”, and the main difference between providers captured in the comments on discussion row below the answer. Highlighting difference of performance among service providers may also stimulate discussion on recommendations.

Component 1: Policy Environment & Governance Structures

Element 1: Vision

1. Vision for national/subnational extension services	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

2. Level of buy-in of stakeholders into the vision (level of shared vision)	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

3. Inclusion of SDG objectives beyond productivity in the vision	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

4. The extension services approach is largely farmer demand driven	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

5. Existence of long-term political commitment/will for sustainable commodity production	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Element 2: Diversity of service providers & partnerships

6. Government policy encourages non-public institutions (e.g. NGOs, the private sector and farmers' organisations) to become involved in the delivery of extension services	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

7. Overall strength of the financial and organizational sustainability of the service providers	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

8. Level of decentralisation	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

9. Coordination mechanisms between service providers (e.g. alignment of activities, farmer training, joint committees, etc.)	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

10. Operational linkages between extension and other relevant institutions (e.g. agricultural research, universities, input suppliers, marketing organisations, credit, etc.)	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Element 3: Producer Organisations

11. Existence of producer organisations linking farmers to service providers	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

12. General strength of existing producer organisations	None (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Component 2. Organisational and Management Capacity

Element 4: Staff Numbers

13. The coverage of commodity farmers by field extension workers is adequate	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

14. There is a fair distribution of extension workers across geographical area	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

15. There is an adequate reach of women commodity farmers	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

16. Locally-tailored solutions are actively pursued to overcome staff shortage to reach optimal and cost-effective coverage (e.g. outsourcing, farmer trainers, use of information technology tools, pluralism, etc.)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Element 5: Training Levels, Skills and Experience

17. Foundational training for service providers staff is adequate in terms of general technical content	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

18. Foundational training for service providers staff is well balanced between theoretical and practical components	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

19. Foundation training for service providers staff include functional or soft skills such as communication, problem solving, adaptability, etc.	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

20. Service provider staff at all levels are given frequent opportunities for receiving in-service training to update their technical knowledge and skills for the commodity	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

21. Service providers staff are suitably trained to deal with the range of knowledge needed to work on sustainability (e.g. farm management, land, soil, water, environment and climate change, labour issues, etc.)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

22. The capacity of service provider staff to innovate and adapt to new challenges is adequate	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

23. There are incentives in place to maximise performance? And penalties for poor performance	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

24. There are adequate oversight/ supervision mechanisms in place throughout the institution (e.g. staff objectives, reporting mechanisms, performance review, etc.)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

25. There are adaptive management systems in place	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

26. Existence of long-term planning to meet staff and farmer needs	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Component 3. Advisory Methods

Element 4: Staff Numbers

27. National curricula to train farmers on sustainable commodity production practices (e.g. client driven, based on international and national best practices, etc.)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					
28. The curricula is regularly reviewed/updated	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					
29. Services focused on holistic needs of commodity farmers	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					
30. Training curricula include gender sensitisation	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Element 8: Delivery

31. Service providers use locally-suited/proven extension strategies	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

32. Delivery services provided are cost effective (e.g. results obtained compared to resources invested)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

33. Transportation for field level staff is adequate	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

34 The frequency of training (and refresher training) provided to farmers is adequate enough for farmers to adopt more sustainable practices	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

35. The training is being delivered in a coordinated way within and between service providers (e.g. integration of themes)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

36. Farmers access to inputs (e.g. fertiliser, credit, seeds, shade trees, etc.) is adequate	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

37. The extension service provider serves a broader set of clientele than established male farmers (women farmers, landless rural households, young people, etc.)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Element 9: Technologies

38. The extension services make use of modern information technology in support of extension activities (e.g. apps for disease identification, etc.)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

39. ICT initiatives are applied at scale	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

40. ICT initiatives are not only focused on information delivery but also include other uses such as capacity strengthening or performance monitoring	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Component 4. Budgeting & Financing

Element 10: Budget Levels

41. The financial resources available are adequate to maintain a functional support system on Commodity X	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

42. The total extension budget has increased adequately in the past 5 years	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

43. Budget targets are known and based upon sound budget planning	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Element 11: Sources of funding and Sustainability

44. Diversity of revenue sources	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

45. Innovative revenue instruments are in place to fund farmer support system (e.g. cost recovery from farmers, export tax, commodity funds, etc.)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

46. Revenue mechanisms are transparent and adequately managed	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

47. The different revenue mechanisms are closely coordinated	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

48. Capacity to provide extension services on a long-term basis (e.g. constant and sustainable income stream)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Element 12: Budget Allocation

49. Sufficient budget allocated for field work and operational expenses	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

50. The budget is adequately distributed between geographical area/region	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

51. The budget is adequately distributed between national, provincial, district level	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

52. Sufficient budget allocated for infrastructure needs	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Component 5. M&E, Learning

Element 13: System Level Performance

53. Service providers have indicators in place to evaluate the performance of advisory services provided (e.g. timeliness, relevance, access, effectiveness, efficiency, relevance, etc.)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

54. Performance data collection is done in a participatory way with clients and used for learning by farmers	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

55. The monitoring system is operating at scale	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

56. There is a system in place to capture lessons learned from farmers and trainers	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Element 14: Farm level

57. Existence of data management to capture data at farm level related to uptake and adoption	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

58. Accountability of service providers to farmers and ability of farmers to exercise voice and formulate demand (e.g. specifying programs, setting priorities, assessing performance)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Element 15: Continuous Improvement

59. Lessons learned from M&E system are fed into national strategy	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

60. Service provider M&E system include mechanisms to measure impact (yield, productivity, income, etc.)	No (0)	Very Limited (0)	Limited (1)	Satisfactory (2)	Good (3)
Comments on discussion					
Recommendations for strengthening					

Part III – Results

Ideally, the scorecard should be completed by the Farmer Support Forum every year in order to show the yearly situation of the national/subnational Farmer Support System. The first year the scorecard is completed becomes the baseline situation. Then every year, the scorecard should be completed, and the results compared to the baseline data and data from previous years to show the annual progress of the country. Key progress made and priorities for the next year are also recorded.

Scoring	
Score of 0 to 60	Lower level of performance
Score of 60 to 120	Mid level of performance
Score of 120 to 180	Higher level of performance

Year	
Total Score (Max score is 180)	
Overall Comment on diagnosis exercise	

Progress

To be completed only if not first/baseline year

Year	Score	Key progress made	Priorities for next year	Comments
Baseline				
Year 1				
Year 2				
Year 3				

Name

Date

Signature

from Chair of Farmer Support Forum (and/or Service Provider Heads)



**GREEN
COMMODITIES
PROGRAMME**
