

# Farmer Managed Advisory

**Danida Fellowship Centre**  
- sustaining development through training



Course under Danida's Fellowship Programme  
16 August – 24 September, 2010



## **Tietgen International – Nordic Agricultural Academy**

Nordic Agricultural Academy was founded in 1908 by the Small Holder Farmers Association with the mandate to train rural youth in farming practices and management as well as subjects of personal enlightenment. Courses conducted in English for international students have been offered since 1964. Over the years, a large number of courses have been held for Danida, the EU, and other Development Aid donor organisations. The course duration has been anything between one week and up to nine months.

In 1999, Nordic Agricultural Academy amalgamated with the much bigger Tietgen Business College, and in this relation Nordic Agricultural College activities were positioned in Tietgen International.

Applied courses related to agribusiness, i.e. the vertical chain from farm input through farming to storage, distribution, marketing and financing, and all related business areas, are developed and offered internationally. This especially includes management and agricultural advisory methodologies as well as institutional development and capacity building. Specialised courses for the banking and financial sector are offered. Standard courses as well as custom designed courses are on the programme. Tietgen International possesses a wealth of experience in designing tailor-made courses.

Consultant services are offered within the natural field of expertise. Long-term and short-term expert Technical Assistance assignments for International Development Programmes are within the areas of expertise.



### **Experience from Danida Fellowship Courses**

Tietgen International - Nordic Agricultural Academy has a long ranging experience in co-operation with Danida and Danida Fellowship Centre about development and implementation of Fellowship courses.

This institution possesses an extraordinary capacity and experience in course administration, course management, and course co-ordination under the Danida Fellowship Programme.

## Farmer Managed Advisory Course (FMA)

### **Background**

The latest decade has witnessed heavy investments in the national extension services. In addition, expectations are increasing in respect to efficiency as well as quality of the services from the institutions involved in the implementation. In many countries the advisory service is therefore well into the challenges of the transition phase. The farmers are now the ones to demand the services and type of advice, which they give priority. The providers of advisory services have to be able to meet the demand of the farmers and often in competition with other service providers offering similar services.

The change of structure implies new balances between farmer's organisations, service provider capacities and the strictly normative role of the public system. The service providers will have to

provide the farmers with the results that the farmers are demanding, and at the same time competing on price and quality with other potential service providers. The advisory institutions find themselves in a new role where they are employees of the farmers and therefore they will have to improve their participatory skills and be able to handle the training needs of farmer groups as the focal point of setting up their training programme.

Since 2002, Danida Fellowship Centre/Tietgen International have implemented the more extensive course on the same topic, called FMAS (3 months), which ran successfully. However, the same course was increasingly commented to be too long as organisations could not comply with missing their key staff for this long period. This present FMA six-week course has therefore been developed in order to handle the above complaints and to take up a dialogue with organisations of potential participants.

The changes included in the FMA 6-week course are:

- The course is more focused on capacity building of the course participants and less on the organisational upgrading.
- Topics have generally been more focused and shortened.
- Danida Policy related topics have become exclusively part of the Danida Fellowship Centre orientation course and no longer included in the course curriculum.

### **Course outline**

**Objective:** To give the participants an understanding of the overall context of a farmer managed advisory service and make the participants able to plan, organise and implement an advisory service based on the demands expressed by the farming community being their employer.

### **Implementation Assignment**

Part of the course will be an Action Planning Assignment Paper (AP). Each participant will have the opportunity to progress in their study; their Action Plan Assignment. This will happen as the AP by nature serves as a bridging tool that allows the participants' organisation to reap benefits of the newly gained theory and skills.

Action Planning is an activity defined by the course participant together with his/her superiors. It takes point of departure in one or more issues, which must be relevant to the participants and the participant's organisation. These issue(s) should be selected with a view towards application of relevant and adaptable skill learnt during the course.

During the course, the steps in relation to the AP will be:

- Preparation of a draft action plan during the course through a systematic approach by fellows and supervisors.
- Inclusion of a problem analysis, objectives, action plan, technical specifications, training plans, economic analysis, monitoring & evaluation, etc. in the action plan.
- Presentation of the action plan to an audience by the participant at the end the course.

### **Selection of Participants**

Participants may be recruited from government, semi-government and private services, where there is a clear commitment of changing into farmer managed advisory services on a pilot project basis or in the process of scaling it up.

Aiming at local capacity building within this specific field, teachers/leaders of local technical education institutions would also benefit from this course. Staff from dynamic and innovative NGOs, agribusinesses and farmer's organisations is also well suited to attend the course.

**Number of Participants:** 20

**Entry Profile**

- Some years of working experience in the organisation, including a year in an executive position
- Good command of English, spoken as well as written.
- Computer literate on the user level

**Duration in Denmark**

6 weeks

**Course Period in Denmark**

16th August to 24th September 2010.

**Price**

For price kindly contact Lisbeth Mathiassen at Tietgen International or Danida Fellowship Centre (dfc@dfcentre.dk), [www.dfccentre.com](http://www.dfccentre.com) or to the Royal Danish Embassy Desk Officer.

**Special Provisions for the Course in Farmer Managed Advisory Service**

- Course participants must bring proposals for their Assignment Paper (AP) to be developed as part of the course content during the course period in Denmark. The proposals shall be developed and presented in the form of an action plan, and it must have been discussed with and approved by programme management.
- Programme management in the course participants' home organisations must actively seek to establish an enabling environment, which will allow participants to implement the skills and knowledge they gain during their participation in the Course in Farmer Managed Advisory in Denmark.
- Tietgen International's training approach is based on participatory principles. In a dialogue with the participants we build up the sessions using methods that can be replicated when developing and implementing activities.
- A certificate will be issued upon successful completion of the course



## Course Topics

- *Introduction to study and study place - 6 lessons*  
An introduction to the Danish community and its general way of functioning is a prerequisite for creating an understanding and a basis for comparison of approaches in Denmark with the home country context.
- *Farming Economics*  
*24 lessons*  
Providing advice and running an advisory service includes many decisions of economics and profitability. Thus to support an appreciation of how to make the decision-making processes effect fully, this subject provides tools and concepts that will make a “basket of choices” approach possible.
- *Planning and managing agricultural advisory services*  
*64 lessons*  
The planning and managing of advisory services should govern and consider system approaches and aims, and be taking these into the multi-disciplinary tasks of information campaigns, training and support services agreements.
- *Extension methodology*  
*36 lessons*  
The importance of a systematic approach to analyse and solve problems and demands will be emphasised. This should also be the basis even to tackle the challenges involved in the “open-ended” processes; “bottom-up” and “empowerment” approaches.
- *Exposure - 36 lessons*  
Study tours will take the participants around the country to visit relevant organisations and companies. An important focus will be to provide theoretical and practical background to farmer owned enterprises and organisations.

## Course management:



Lisbeth Junker Mathiassen,  
MSc Agricultural  
Management,  
Course manager  
and facilitator



Per Bordinggaard  
Lecturer in Computer  
Applications  
Asst. Course Manager

## Main facilitators:



Jørgen Henriksen  
Cand. Agro, MSc Ph.D.  
Senior Rural and  
Development Adviser,  
Henriksen Advice



Morten Lassen  
MSc Film & Media.  
Business & Communication  
teacher.  
Multimedia and E-learning  
Consultant.  
International Coordinator.



#### General Company Information

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Number of permanent staff:	420 academic staff members