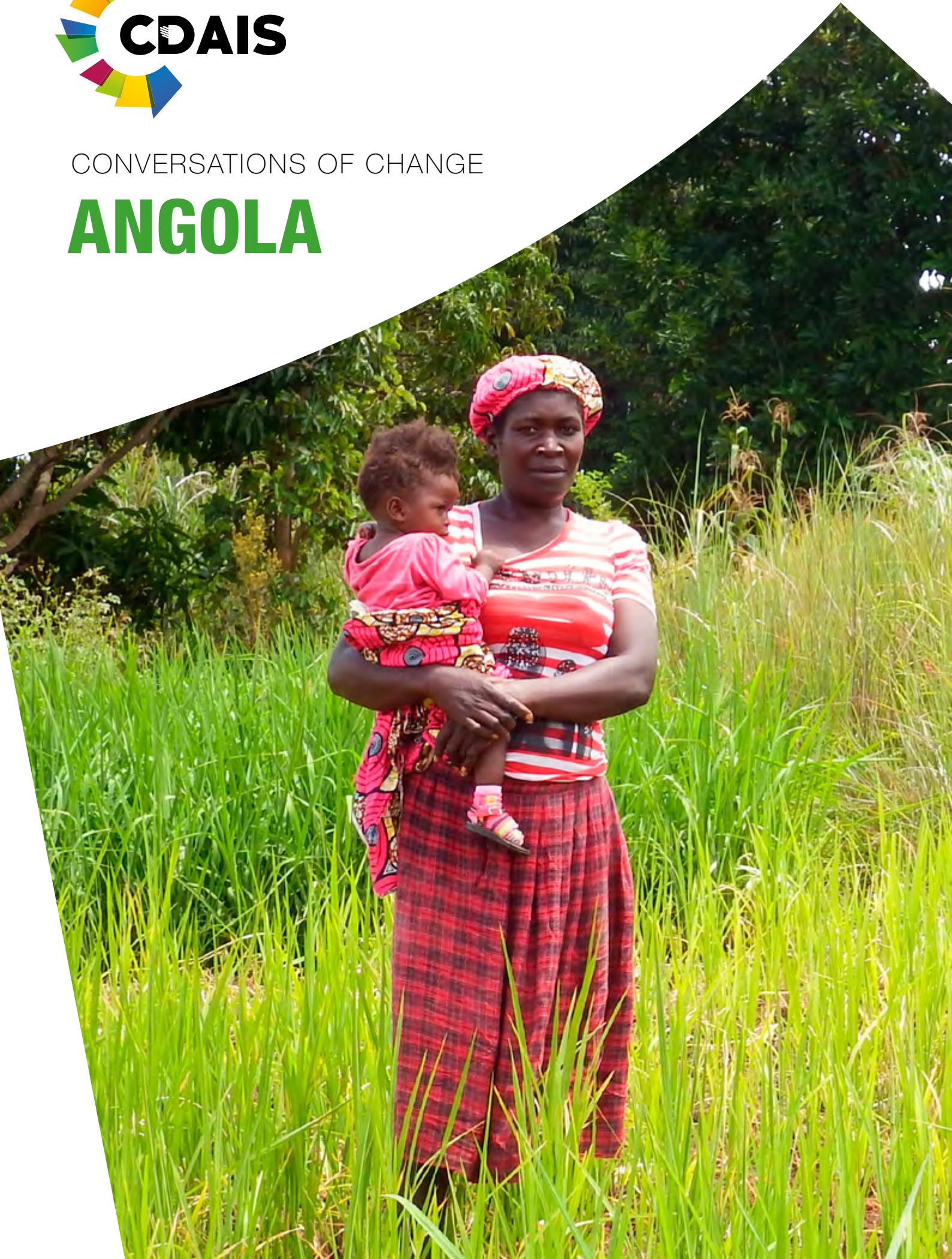




CONVERSATIONS OF CHANGE

# ANGOLA





There was a need for change in agricultural development in Angola, and CDAIS has been appreciated. Results show positive outcomes in a number of areas, including the acceptance of the benefits of strengthening functional capacities across different levels. And, although it is still too early to see the full benefits of the approach, many involved said they would continue to apply it in their other activities. This story begins with views and experiences from rice growers and their partners, as an example of one of the three innovation niche partnerships in Angola. Here, impacts from applying the CDAIS methodology are evident. We then hear from targeted organisations that provide innovation support services to family farmers, on how CDAIS has strengthened links between them and farmer cooperatives, and with national-level discussions, culminating in news of the first national seed policy dialogue in March 2019, and lessons learnt.

## Farm-level changes

“We started in 2015 with 48 members, and now we are 84 in a registered association”, said Marcos Satuala, President of the Arroz do Sucesso rice-growers cooperative. “But we could not have achieved any of our successes if it was not for CDAIS. We have benefited from many training courses, like on how to better manage our co-op, negotiation skills, how to better market our rice. And, through CDAIS, we linked up with trainers from other organisations like [the NGO] ADRA [Acção para o Desenvolvimento Rural e Ambiente, ‘action for rural and environmental development’], and learnt technical skills from JICA [Japan International Cooperation Agency] and IIA [Instituto de Investigação Agronómica, the national agricultural research institute].”



*“We started to plant on our own land because it earns us more money than we get from growing maize”, said Ernesto Tito Cachengola and his wife Josefina.*

The leader of the rice partnership is Vuvu Kua Nzambi, a researcher working for IIA. “I knew where [the farmers] had come from, how they started”, he said. “At the beginning they were just a few farmers with a few ideas – and lots of headaches. Rice had never been grown in this area and they wanted to try.” The rice partnership was selected as one of the three innovation niche partnerships in Angola, and CDAIS became involved. Nzambi added, “but through diverse lessons they learnt to work more closely together, and once they had changed their attitudes and saw the advantages of helping each other, progress became much more rapid.”

This partnership has also benefited from being part of the farmer field schools programme of the regional agricultural extension services (Estação de Desenvolvimento Agrário, EDA) of the national institute of agricultural development (Instituto de Desenvolvimento Agrário, IDA). At first, they had a small amount of land associated with the school, but this was later expanded as interest and membership grew. Members come and work each Wednesday, and have training at key points in the growing cycle. Since 2017, farmers have also started to grow rice on their own land, with the area on which rice is grown expanding to 4.5 hectares, with total production exceeding 1.5 tonnes.

## Cooperative registration, a major leap forward

The biggest turning point mentioned by all partners was the registering of the cooperative. “And on the day of registration you should have seen the faces of the president and other cooperative members”, said Nzambi. “They were so happy, and became super-motivated, full of hope and confidence. Before, for example, they had no courage to dig an irrigation ditch though they knew how to it. But afterwards, they built it, and did much more!”

CDAIS National Innovation Facilitator Juliana Sacamia explained the process: “First, we had a meeting to explain what was needed, why each of the ten different documents was necessary, and they chose a name for the co-op. We then completed the forms and went together with ten co-op members who each had to sign them all in four different departments. It was quite a challenge, but we got there in the end, and in October 2018 registration was approved and Arroz do Sucesso was born.”



Members of the rice-growers cooperative discuss issues with partners of the innovation niche partnership. Here, Marcos Satuala, group president (left), asks Vuvu Kua Nzambi (centre), a researcher at the national agricultural research institute (Instituto de Investigação Agronómica, IIA), about pests and diseases.

“Before we had to buy rice, but thanks to learning new skills, we grow our own and have now started selling the surplus. So next year we will all plant more!”

**José Luis Betatela** rice farmer, Alimuat, Bailundo

“We could still grow more though, as there is land by the lake that would be perfect for rice but we would need ploughs to prepare it”, said farmer Manuel João Cupanga. “Don’t worry”, replied Joachim Pinto Afonso, Head of the Bailundo station of EDA, “now you are registered, you can become a part of the new MOSAP II project [Projecto de Desenvolvimento da Agricultura Familiar e Comercialização, ‘family agriculture development and marketing’] that is about to start, and I will help you.” MOSAP II is a major World Bank-supported programme to support agricultural development in Angola. “With this you can receive credit for buying tools, seeds and fertilizers, through *caixas comunitárias* (community accounts)”, explained Afonso. “And they will help with equipment, animals



or machines for land preparation.” What is clear is that CDAIS has helped to build the partnership to a point where it can expand with existing partners, sustainably and irreversibly.

## Organisational changes

Vitorino Chonguela, Head of the Huambo provincial office of IDA was clear: “IDA works for the development of family farming, and this project promotes innovation together with farmers and other organisations, to advance jointly.

But this is not a simple process, and requires many different partners and functional capacities. For example, IDA can supply any amount of seed, but it needs to help communities to produce themselves, and this is where CDAIS came in, helping us and others to improve our capacities in a novel way.”

The CDAIS approach includes working with innovation support service providers to identify capacity gaps, develop a vision and set priority objectives. In Angola, the process got this far, with communication skills identified as the



“There is no way could we could have registered our co-op without the help of CDAIS.”

**Marcos Satuala** President of the Arroz do Sucesso rice-growers' cooperative

*“CDAIS approaches are essential and all organisations would benefit from applying this methodology”, Imaculada Henriques Matias (right), Director of the agricultural sciences faculty (Faculdade de Ciências Agrárias, FCA) told Madalena Teles, Agrinatura Focal Person for Angola. “CDAIS helped us to identify our problems, and what we can do to resolve them. It has also strengthened our links with co-ops – that is very important.”*

## Innovation partnerships in Angola



### Seed production

**Facilitators:** Zeferino Konda, Oliveira Paulo

Lack of quality seed is a major constraint to agricultural production in Angola that is acknowledged at the national level. The aim of this partnership was to increase the commercialisation of high-quality seeds produced by 200 smallholder farmers, members of the Cooperative Sementes do Planalto in Huambo and Bié provinces. The cooperative was established with technical support from the NGO CODESPA, which continues to work with them, with seed quality assurance and certification provided by the national seed service (Serviço Nacional de Sementes, SENSE) central laboratory. Through CDAIS, the cooperative has expanded its network of partners, now including the agricultural research institute (IIA) and the agricultural sciences faculty (Faculdade de Ciências Agrárias, FCA), amongst others. And some of their issues have been taken to the highest level.

“Before, farmers had no idea who we were at IIA [the agricultural research institute] or thought we did nothing useful. But thanks to CDAIS, all this has changed, and now they know the services that we provide.”

**Vuvu Kua Nzambi** IIA researcher

priority by all three organisations involved. While training programmes have yet to begin, some of the approaches are already being scaled out independently by individuals within the organisations.

“The problem is not just an issue of finance, but of how to work together”, said Oscar Morais, Programme Leader at IIA. “Then CDAIS came to strengthen institutional structures and has linked us with others by helping us to develop personal connections, so we got to know each



### Rice development

**Facilitators:** Juliana Sacamia, Oliveira Paulo

The aim was to build the functional and technical capacities of rice growers in Huambo and Bié provinces. Improved cold-tolerant and disease-resistant varieties were introduced along with technical agronomic packages. The area under cultivation has expanded, yields have increased and markets have grown, especially since they obtained the use of a mechanical thresher in 2018. But the greatest achievement was the formal registration of their group as a legal association – Arroz do Successo. The national extension and research services (EDA and IIA) will continue to work with the partnership, and the registration opens many other options for long-term support.



### Rural entrepreneurship

**Facilitator:** Dibanzilua Nginamau

The main goal of this partnership is to provide business opportunities to new agricultural entrepreneurs in Kwanza Sul, to be achieved through continuous training and promotion of large-scale production of grasses and legumes. Partners include farmers in the Terra do Futuro project, and the Angolan Development Bank (BDA). Farmers identified their key needs – mostly business planning, proposal writing, accounting and bookkeeping – and several training courses were delivered. However, the agricultural project itself then began to face increasing financial difficulties in 2018 (outside of CDAIS control), and many farmers abandoned their land, so limiting any further capacity-strengthening activities.

other ... CDAIS made us conscious of the need to work in partnerships, and for better communications. This will have long-term impacts, and though we don't see visible impacts yet, this is a process that will continue.”

Afonso added that CDAIS was different in its focus on capacity strengthening and the support given to building partnerships. “And the stories from the rice partnership give an excellent example of what can be achieved”, he said. “Seeing this, I now use CDAIS approaches in other

aspects of my extension work, with positive impacts on how I relate to other cooperatives.” And Nzambi from IIA added, “I shared what I learnt through CDAIS with colleagues at IIA, and some have changed. Before we always worked through EDA as a ‘bridge’, but as I now work with farmers directly, others are following my lead.”

Antonino Kamutali from the agronomic sciences faculty (FCA) noted that CDAIS had helped to bring FCA and IIA closer together: “Before there would sometimes be overlap in activities, though we are on the same campus. But through CDAIS we saw what the other was doing, and this also strengthened personal links, and therefore institutional links.”



*“This has given us so much more knowledge on how to grow rice”, said Rosa Salomão, group member.*

## Making the links between levels

“A problem in Angola is the lack of bridging institutes, especially between farmers and the national extension services, and between farmers and researchers, but CDAIS has really improved these connections”, explained José Maria Katiavala of ADRA. “Or put another way, there is a gap between those who produce knowledge and those who produce food, which CDAIS has helped to fill.”

Juan Molina, CODESPA Angola Country Director and a key partner in the seed partnership, also shared his positive views: “By strengthening organisation linkages, CDAIS provided something new, and that works. Inter-institutional arrangements are complicated in Angola, but here we see changes. In comparison to other projects CDAIS is different,

that was never done before here. Through CDAIS, existing relationships are strengthened and new ones are made. And the link to national level such as through the seed policy dialogue is a fundamental change.”

The ‘dual approach’ is one of the key concepts behind the CDAIS strategy. And the seed policy dialogue is a perfect example of how CDAIS used the methodology to make the right links, leading to real impact. “The dialogue began in 2018”, explained Maria de Fátima do Nascimento, CDAIS Country Project Manager. “It started with many discussions with our innovation partnerships and the partners who work with them. This led to the identification of three common challenges: access to credit, land tenure, and availability of quality seed. These were discussed at a regional policy dialogue in Huambo in September 2018, where a consensus was reached that others were already working on credit and land issues, but no one was tackling seeds. So we focused on this, leading to the first high-level policy dialogue on this topic as the next step.”

“CDAIS is a very, very positive initiative, and has helped a lot by providing a context through the policy dialogue at national level. This is a first.”

**José Maria Katiavala** Project Assessor, ADRA

## The national policy dialogue on seeds

Building on the CDAIS policy dialogue process, a national-level meeting was held in March 2019, officiated by His Excellency the Minister of Agriculture and Forestry Marcos Nhunga, Secretary of State of the Ministry of Agriculture and Livestock José Carlos Bettencourt, and FAO Representative to Angola Gherda Barreto Cajina. In his opening remarks, Nhunga stated that, “the theme of the round-table is of utmost importance for the country’s agricultural development. It shows the willingness of different stakeholders to discuss this theme and formulate recommendations on strategic actions to support a national seed policy.”



“The policy dialogue process was extremely important to share our work and understand what other organisations are doing”, Pedro Moçambique, Director of the phytogenetic resource centre (Centro de Recursos Fitogenéticos, CRF) said afterwards. “Putting together so many different stakeholders is not usual, and these are the ones that lead the process.” And Augusto Caetano da Silva, Director of the national seed service (Serviço Nacional de Sementes, SENSE), added, “one of the main achievements of the

policy dialogue is that recommendations formulated through the process were well appreciated by the Minister and will be taken into consideration. Without CDAIS this process would probably have happened anyway, but not now and much more slowly.” In his closing remarks, Bettencourt challenged participants with these words: “For a long time we were facing the sea, and we forgot what was inside. We are all agronomists – let’s take the ox by the horns.”

## “I have changed a lot”

CDAIS has made a clear difference for a number of individuals who were or still are involved in the project. Many said the same thing – variations on “I have changed a lot”. All were positive, and offered examples of changes within themselves, and new skills, knowledge and attitudes they have learnt and used in other aspects of their lives.

“My vision has changed completely. Through working with farmers and other partners, CDAIS has opened my mind, especially in how I relate to other people. Now I listen much more, and with patience, building compromise, and this has positively affected how I relate to my colleagues in my other work.”

*Juliana Sacamia, National Innovation Facilitator, rice partnership*

“From my involvement with CDAIS I have learnt a range of new skills, such as how to communicate in general and especially with farmers, and how to collect, process and analyse information from different experiences. With CDAIS I learnt that everybody and everything is important.”

*Romão Cabeto, Monitoring, Evaluation and Learning Associate*

“I work in agricultural innovation, but CDAIS taught me about new tools and how to apply them, and also how to use tools I already knew in new areas and in different ways. I also learnt about the importance of turning points, and reaching the moment of irreversibility in the change process.”

*Oliveira Paulo, Lead National Innovation Facilitator*

“This experience has led to great improvements in my public speaking, facilitating meetings, time management, report writing, but especially in my personal interactions. And what I have learnt I now use a lot in my other work, such as the importance of listening and collecting views from everyone. And there are also changes in my family life too, as with my younger siblings – instead of telling them to shut up, I now ask them to speak up!”

*Zeferino Konda, National Innovation Facilitator, seeds partnership*

“I learnt the importance of working with multiple partners and building partnerships to help solve problems together, and CDAIS gave me opportunities by creating openings to meet others. Before I just looked at what I wanted to, but then I saw that there is so much else to learn from the diversity of actors if only one takes time to talk and listen, especially, for example, about traditional knowledge from farmers. This has opened my mind, and led to a real outpouring of ideas.”

*Vuvu Kua Nzambi, IIA researcher and leader of the rice partnership*

“The initial NIF [National Innovation Facilitator] training and 18 months as a CDAIS facilitator taught me many things that I still use today. Working with farmer cooperatives and service providers for my MSc thesis, I use the CDAIS problem tree and other tools. And whereas before I was more forceful, now I find myself more open, interacting more, listening more, building relationships and trying to find consensus.”

*Antonino Kamutali, former National Innovation Facilitator (2016–2017)*

## Key lessons learnt

“As a partner in all three of the innovation niche partnerships, I see that CDAIS has helped, but more still needs to be done”, explains Katiavala of ADRA. “They need more capacities to resolve more complex problems and, through better leadership, they need to change their attitudes to a more business-oriented approach, and must provide services to their members. The Ministry of Agriculture needs to get more involved, providing funds such as community accounts, where Angola lags behind compared to other African countries.”

Oliveira Paulo, Lead National Innovation Facilitator added some further observations: “ADRA had already given lots of training to the seed partnership, for example, but it never got to the point of irreversibility. But CDAIS got them to that point through a greater level of reflection. Similar things occurred with the rice partnership, when they reflected on what they really needed. And, through CDAIS, they visited a bank for the first time to open an account – another point of irreversibility.”

Henriques Matias of FCA made a different point: “CDAIS works on improving functional capacities but people still want and need more technical skills. There is a need to look at both in parallel to make the process sustainable. Some think they are technically competent but they are not, and there is no amount of functional capacity strengthening that will overcome this.” Katiavala of ADRA agreed: “CDAIS brings a lot of needed talk-talk, but at least at the start, some material needs also need to be met.”

And on a national level, the experiences were clear, as the FAO Representative in Angola Barreto explained: “We gained a lot of experiences from CDAIS, and will integrate some of the methodologies into other projects we are working on, and in the upcoming programme on innovation and small-scale industries. Seeds are such a major issue regarding food security for family farmers, and the policy dialogue that CDAIS has led has had a great and lasting impact, aiming at a national seed programme that FAO is ready to host.”

“For 30 years, projects have provided tools and seed, but farmers are still poor”, explained Paulo. “Now with CDAIS, we are trying a different way, of increasing other capacities to catalyse innovation in farming. This is much more likely to produce sustainable results, helping farmers to help themselves. This is our mission. Now this pilot phase is about

to end, but it has been very interesting to listen to farmers and learn with them. The next step is of course to analyse this over all the countries and come up with ways forward at a global level. But what seems clear is that if all development projects would invest just 5% of their funding in CDAIS approaches, everything would work so much better!”



*The national seed policy dialogue brought together more than 50 delegates from government, research, extension, private sector including seed producers, farmer representatives, NGOs, donors, UN agencies and other development partners.*

This story of results from the work of the CDAIS Angola country team is based on interviews with them, CDAIS National Innovation Facilitators and various other partners.

Maria de Fátima do Nascimento (FAO) – Country Project Manager; Armando Valente (IIA) – National Project Coordinator; Madalena Teles (Instituto Superior de Agronomia, ISA) – Agrinatura Focal Person; Oliveira Paulo (consultant) – Lead National Innovation Facilitator; Abdoulaye Saley Moussa – FAO HQ Technical Support; Interviews – Nick Pasiecznik (ICRA); Photographs – Nick Pasiecznik/CDAIS unless otherwise stated.

See also: Growing hope from a new crop (Sacamia, J., Cabeto, R. and Konda, Z.). pp 28–33, in: Agrinatura and FAO. 2018. *Building Competence and Confidence in Agricultural Innovation Systems. Stories of Change*. Agrinatura, Paris, and FAO, Rome. 196 pp.

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