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Sessional Paper No. 4 of 2011

on

National Agricultural Sector Extension Policy (NASEP)

June, 2011

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JUNE, 2011

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Abbreviations

AFC	Agricultural Finance Corporation
AKIS	agricultural knowledge information system
ASDS	Agricultural Sector Development Strategy 2010–2020
CBO	community-based organization
CDF	Constituency Development Fund
DAC	district agricultural committee
DDC	district development committee
ERS	Economic Recovery Strategy for Wealth and Employment Creation
ESPs	extension service providers
FFS	Farmer Field School
GDP	Gross Domestic Product
GTZ	German Technical Co-operation
HIV and AIDS	human immunodeficiency virus/acquired immunodeficiency syndrome
ICT	information communication technology
KARI	Kenyan Agricultural Research Institute
LATF	Local Authority Transfer Fund
M&E	monitoring and evaluation
NAEP	National Agricultural Extension Policy
NALEP	National Agriculture and Livestock Extension Programme
NARS	national agricultural research system
NASEP	National Agricultural Sector Extension Policy
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organization
M&E	monitoring and evaluation
SACA	savings and credit association
SACCO	savings and credit co-operative society
SRA	Strategy for Revitalising Agriculture

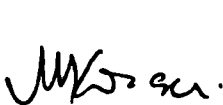
Foreword

The extension service is one of the priority functions of the agricultural sector within core poverty alleviation programmes. The institutional and functional changes spelt out in the *Vision 2030*, and the *Agricultural Sector Development Strategy 2010–2020* (ASDS) emphasize the need to improve extension system delivery.

The National Agricultural Sector Extension Policy (NASEP) spells out modalities for effective management and organization of agricultural extension in a pluralistic system where both public and private service providers are active participants. The new policy provides a point of reference for service providers and other stakeholders on standards, ethics and approaches, and guides all players on how to strengthen coordination, partnership and collaboration.

The success of the implementation of this policy will depend on the commitment of all sector players: public and private sector service providers, farmers, fisherfolk, pastoralists, ranchers and development partners. Implementation of this policy will contribute towards improved transfer of technology and management for higher agricultural sector productivity, a key prerequisite to poverty reduction and enhanced food and nutrition security.

The sector ministries are committed to spearhead the implementation of this policy by all stakeholders by establishing relevant frameworks necessary for improving extension management and services delivery in the country.



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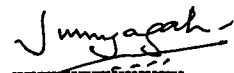
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Acknowledgements

The National Agricultural Sector Extension Policy was jointly prepared by the Ministries of Agriculture, Livestock Development, Fisheries Development and Cooperative Development and Marketing. The efforts of technical experts who made compiling this document a success is acknowledged.

The policy is a joint effort by various stakeholders. Wide consultations were made with stakeholders drawn from public and private sector institutions, universities, farmer organizations, NGOs and development partners.

The financial and technical support from development partners is appreciated. The coordination role of the Agricultural Sector Coordination Unit (ASCU) is also acknowledged.

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Executive Summary

1. The agricultural sector provides a livelihood for about 80 per cent of Kenya's population, most of whom are subsistence farmers in rural areas. The sector contributes about 24 per cent to the GDP and another 27 per cent indirectly through sector economic linkages; it accounts for 65 per cent of the country's export earnings. The Government, therefore, emphasizes on stimulating growth in the sector as outlined in the *Agricultural Sector Development Strategy 2010–2020* (ASDS).
2. A well-functioning agricultural extension service operated by the public and private sectors is one of the critical inputs required for increased agricultural productivity to transform subsistence farming into modern and commercial farming, attain food security, improve incomes and reduce poverty. It is, therefore, important to ensure that agricultural extension services are adequately funded, well coordinated and regulated. Effective linkages between extension service providers (ESPs) and other stakeholders involved in technology development and provision of facilitating factors are essential.
3. Historically, the country has used various extension management systems with varying degrees of success. These included whole farm extension approach, integrated agricultural development approach, and training and visit approach. These approaches had weaknesses: they were top-down and prescriptive with high demand on human, capital and financial resources. The NAEP addressed these weaknesses by articulating the importance of clientele participation and demand-driven extension system; recognizing the role of the private sector in pluralistic extension; and setting out modalities for commercialization and privatization of extensions services.
4. The implementation of NAEP was less successful than initially anticipated due to inadequate institutional arrangements, narrow ownership, lack of a legal framework, lack of goodwill and commitment among some of the top managers, and slow flow of resources. These, coupled with the need to bring on board emerging issues articulated in the *Strategy for Revitalizing Agriculture* (SRA), justified the need to review NAEP.

5. This policy, the National Agricultural Sector Extension Policy (NASEP), has adopted a sector-wide approach to providing extension services. The policy will enable the extension service to realize its vision: 'Kenyan agricultural extension clientele demand and access appropriate quality extension services from the best providers and attain higher productivity, increased incomes and improved standard of living'.
6. Extension services are mainly provided by the public sector (central and local governments, parastatals, research and training institutions) and private and civil society sector operators (companies, NGOs, faith-based organizations, cooperatives and community-based organizations).
7. Based on the current situation analysis, the main challenges in extension management and extension services delivery include:
 - i. Managing pluralistic extension service for effective service delivery.
 - ii. Developing private sector-operated extension services to complement public extension services.
 - iii. Commercializing and privatizing public extension services without compromising public interest.
 - iv. Harmonizing extension approaches and methods especially those promoting demand-driven extension and capacity building for grassroots institutions.
 - v. Addressing institutional weaknesses in capacity building and technology development and dissemination.
 - vi. Addressing weaknesses in research–extension–clientele linkages, packaging and disseminating technologies.
 - vii. Creating functioning institutional frameworks to coordinate and provide linkages among stakeholders, including those involved in providing extension facilitating factors.
 - viii. Mainstreaming cross-cutting issues in extension messages.

1. INTRODUCTION AND BACKGROUND

Role of the Agricultural Sector

- 1.1 Agriculture is the mainstay of Kenya's economy, currently contributing 24 per cent of the GDP directly, and another 27 per cent indirectly. The sector also accounts for 65 per cent of Kenya's total exports; provides more than 18 per cent of formal employment; accounts for more than 70 per cent of informal employment in the rural areas, and generally provides a livelihood for close to 80 per cent of the Kenyan population. However, the performance of the sector over the last two decades has been declining; the average growth rate of 3.5 per cent per annum in the 1980s declined to about 1.3% per annum in the late 1990s and early 2000s. This trend must be reversed to meet the challenges of Millennium Development Goal 1 (MDG 1): To eradicate extreme hunger and poverty by year 2015. This will require increasing public funding to the agricultural sector to a minimum of 10 per cent of the national budget as per the New Partnership for Africa's Development (NEPAD) Maputo Declaration (2003).
- 1.2 The decline in the sector performance can be traced to the late 80s during implementation of structural adjustment programmes, which resulted in drastic changes in terms of public financial management, marketing and pricing systems as a part of economic reforms and liberalization. The changes included civil service reforms undertaken with the assumption that they would pave the way for the emergence of the private sector to fill the void created after Government withdrawal from crucial services such as artificial insemination, management of cattle dips and veterinary clinical services. However, since the private sector was not well developed, the reforms precipitated a generalized decline in quality of these agricultural services as the private sector failed to adequately fill the gap created by reduced public sector involvement. Research and extension in Kenya have historically been considered public goods by virtue of the inability of subsistence farmers to pay for them individually. The performance of the public research and extension service was negatively affected by reduced financing and extension manpower.

- 1.3 Other contributing factors for the underperformance of the sector include:
- (i) unfavourable macro-economic environment
 - (ii) market failure after a hurried and extensive liberalization
 - (iii) poor governance in key institutions supporting agriculture
 - (iv) over-reliance on rainfed agriculture
 - (v) reduced effectiveness of extension services.
- 1.4 To address the above constraints, recent interventions have addressed various structural problems to reactivate the agricultural sector, with modest positive results mainly attributed to the steady growth of the horticulture and tea subsectors.

Structure of the Agricultural Sector

- 1.5 The Kenyan agricultural sector is dualistic in nature consisting of a predominant smallholder subsector and a relatively small number of large-scale farmers and ranchers. The former is further subdivided into (i) subsistence farmers and pastoralists (ii) small-scale commercial farmers mainly found in the high- and medium-rainfall areas. The small-scale farming sector accounts for 75 per cent of the total agricultural output and about 70 per cent of marketed agricultural produce.
- 1.6 Large-scale farmers (with an average of 750 ha farm size) are mainly involved in cash crops and commercial livestock farming, use more inputs and apply better farm management practices, and therefore realize higher enterprise returns. Fisheries directly and indirectly support more than 1 million Kenyans, mostly undertaken by small-scale fisherfolk who account for 90 per cent of the country's fish production.
- 1.7 These characteristics of the agricultural sector have important implications for the structural and institutional organization of both public and private extension services in terms of approach and content of extension service.

Role of Extension Services in Agriculture

- 1.8 Agricultural sector extension service plays an important role in sharing knowledge, technologies and agricultural information,

and in linking the farmer to other actors in the economy. The extension service is therefore one of the critical change agents required to transform subsistence farming to modern and commercial agriculture. This is critically important in promoting household food security, improving incomes and reducing poverty.

- 1.9 For a long time, the public sector dominated the extension service and had good impact as a result of new technologies, a well-funded extension service, an elaborate set of farmer incentives (ready market, subsidized inputs and credit) and relatively good infrastructure.
- 1.10 The ASDS has accorded great importance to agricultural sector extension and there is need to ensure that the agenda for technology development are demand-driven, well formulated and adequately funded; extension agents are well trained and facilitated to carry out their duties; and that there is a conducive environment for extension clientele to understand and apply the acquired knowledge. It has also been Government's position to encourage the development of a pluralistic extension system to cater for diverse needs of extension clientele in the country.
- 1.11 Constraints that have hindered the proper functioning of the extension system must be addressed. The most critical ones are declining human, capital and financial resources for public extension without a corresponding private sector input, uncoordinated pluralistic extension service delivery, and poor linkages with extension facilitating factors.

2. SITUATION ANALYSIS OF AGRICULTURAL EXTENSION SERVICES

Evolution of Agricultural Extension Services in Kenya

- 2.1 The extension system in Kenya has evolved through various stages since the colonial and post-independence eras. The popular approaches during colonial times were mainly tailored to cater for settler and commercial farming systems. These were well-packaged programs that combined extension services with credit and subsidized inputs. However, the extension approach used for indigenous Africans, who were mainly engaged in subsistence farming and pastoralism, was coercive in nature and therefore not readily accepted.
- 2.2 After independence, more persuasive and educational approaches and methods were adopted across the board, implemented mainly with the assistance of donor-funded projects and programmes. These efforts included the conventional agricultural extension approach in the 1960s and 1970s, establishment of farmer and pastoralist training centres, the whole farm extension approach, and use of integrated agricultural development approach. In the 1980s and 1990s farming systems and training and visit approaches were introduced. Alongside these, the commodity specialized approach' was predominantly used in the large export commodity subsector spearheaded by commodity boards and private companies.
- 2.3 These approaches were characterized by high demand for manpower, time and financial resources. In general, all the approaches were essentially top-down and lacked participation in articulating client demands. Based on lessons learnt from the above approaches, the Government in collaboration with other stakeholders has in recent years embraced more participatory and demand-driven extension approaches. These are intended to tap farmer participation and private sector contribution in providing extension services. Some of these approaches include the focal area approach and farmer field schools (FFS).

- 2.4 Over the years, extension has emphasized on increasing production with little or no regard to value addition and marketing. However, it is now acknowledged that linking production with processing and marketing is a prerequisite in transforming agriculture from subsistence to a commercial enterprise. Other new concepts being embraced mainly to address financing of extension services include cost sharing, commercialization and privatization. Implementation of these concepts will take cognizance of clear exit and entry mechanisms to avoid disruption of the service.
- 2.5 The sector ministries in consultation with development partners have made recommendations on how to approach commercialization and privatization of extension and agricultural services. The guidelines are relatively easy to follow for agricultural services, but require more care when it comes to extension services.

Current Extension Delivery Systems in Kenya

- 2.6 The current extension system is a product of gradual evolution in extension management practices and the entry of private sector, NGOs and civil society players over time in response to changes in economic policies. The changes have implications on how extension is managed, application of approaches and methods, coordination and linkages among key stakeholders, and the most optimal way of financing extension service in the country.

Extension Provision and Organization

- 2.7 The provision of extension service is dominated by the public sector through respective departments of extension in the sector ministries. Until the late 1980s, public extension service was well staffed up to the sub-location level, and adequately facilitated to perform its duties. However, during the last 15 years, the staffing and facilitation of public sector extension has declined mainly as a result of the freeze on public employment and reduced funding for operations and maintenance. In the public sector, for example, the ratio of frontline extension worker to farmers is about 1:1000 compared to the desired level of 1:400. In the absence of

effective private sector operations to fill the vacuum, the situation has led to reduced spatial coverage, targeting and effectiveness of service delivery reflected by clientele complaints.

- 2.8 Other ESPs include NGOs, community-based and faith-based organizations. The entry of these new players has helped fill the gap created by the reduced presence of public sector extension service.
- 2.9 There are also several projects and programmes with an agricultural extension component implemented within and outside the Government system. They tend to use different approaches to extension management, which sometimes results in contradictory messages to the clientele, duplication of effort and wastage of resources. The entry of multiple ESPs has the potential of creating complementary synergies among collaborators and offering extension clients more choices.
- 2.10 Currently, extension services are provided through either or a mixture of three different models:
 - (i) Model 1: offers free public extension services mostly to smallholder farmers engaged in growing staple foods and minor cash crops across all the agro-ecological zones
 - (ii) Model 2: partial cost-shared provision of extension services, mostly within the public sector where limited commercialization has taken place
 - (iii) Model 3: fully commercialized and mostly involving the private (e.g. private companies and cooperatives) and quasi-public organizations mainly for specific commodities such as tea, coffee, sugar, pyrethrum, barley, tobacco, horticulture and dairy. Under this system, extension services are usually embedded in agricultural services.
- 2.11 Despite positive aspects in pluralistic extension system, it has its own challenges that include the need for a regulatory system to coordinate the players. Coordination and regulation are required to promote professionalism and reduce unnecessary competition, dissemination of conflicting

extension messages to clients, duplication of effort and wastage of resources.

- 2.12 An overriding challenge for both public and private sector extension provision is how to mobilize sufficient resources to provide the required services, and formulating a strategy for increasing private sector participation.

Extension Approaches and Methods

- 2.13 Different extension providers use different extension approaches. Some of the approaches used include focal area and farmer field schools. Equally, various methods such as face-to-face extension, on-farm demonstrations, shows, field days, film shows, adaptive on-farm trials, and mobile training units (more common in arid and semi-arid lands) are used.
- 2.14 However, in some cases, there has been a tendency to replicate a particular approach across different agro-ecological zones and farming systems. Similarly, lack of multi-skilled extension agents has led to piece-meal extension service delivery to clients usually faced with multiple problems. This has in many cases resulted in low rates of technology adoption.
- 2.15 Other shortcomings arise from application of unsustainable approaches and methods such as use of handouts disguised as empowerment tools by some service providers, leading to the creation of dependency syndrome and limited client participation. Some of these approaches and methods have been fairly static, emphasising increasing production with little regard for value addition and marketing, which are critical in transforming agriculture from subsistence to commercial enterprise. Further, some of the approaches and methods are weak in addressing crucial issues such as governance in farmer organizations, mainstreaming cross-cutting issues (gender, equity, HIV and AIDS, drugs and substance abuse, environment concerns), and fail to target marginalized groups. They have also tended to ignore the importance of indigenous knowledge in their extension messages.
- 2.16 Despite the lack of systematic guidelines, most stakeholders appreciate the need to tailor appropriate extension

approaches and methods according to agro-ecological zones (high-, medium- and low-enterprise production potentials) and socio-economic stratification of the extension clientele; both have a bearing on the ability to share the burden of providing extension services and influencing the growth of private sector extension services.

- 2.17 The challenge, therefore, lies in the choice of appropriate dynamic and holistic approaches and methodologies that consider client socio-economic environment, value chain, market demand, cost effectiveness, agro-ecological diversity, client resourcefulness, and that mainstream relevant cross-cutting issues.

Content and Choice of Extension Messages .

- 2.18 Over the years, extension has emphasized more on production aspects with little regard to other factors such as marketing, value addition and quality and standard of inputs. This has been partly due to lack of expertise among extension agents especially in entrepreneurship and value chains development, as well as weak application of a unified extension approach at the grassroots level. Subsequently, the packaging of extension messages lacks the required dynamism to address varying agro-ecological zones, socio-cultural aspects and emerging cross-cutting issues.
- 2.19 The main challenge is the development of comprehensive and dynamic extension packages that consider client socio-economic conditions, sustainable use of natural resources, gender, HIV and AIDS, quality of goods and food safety, agri-business and response to market demand. Another challenge is expanding the scope of skills of extension agents.

Decentralization and Client Empowerment Methods

- 2.20 Empowering clientele is crucial for learning and for adopting technologies and has been given a high priority in most Government and donor-funded interventions in extension provision. This involves building client capacity to make informed decisions in addressing their situations. Currently, various ESPs use different modes of clientele empowerment with varied levels of success. The most commonly used

methods include training, study tours, exchange visits, and providing inputs for demonstrations and technology validation sometimes through a competitive grants system for allocating resources. In most cases it has been demonstrated beyond doubt that extension clients can play their role as equal partners in extension management if properly mobilized and sensitized.

- 2.21 Most of the interventions to improve extension services delivery have encouraged the formation and strengthening of extension clientele groups and associations such as common interest groups, farmer (producer and / or marketing) associations, savings and credit cooperative organizations (SACCOs), beach management units and primary cooperatives for enhancing effective linkages with public and private sector extension providers. However, there has been no formally operational structure linking such grassroot institutions at the decentralised levels.
- 2.22 The main challenge has been accessing information to use to empower clients, and creating sustainable linkages to networks of service providers for knowledge and financial resources. Other challenges include improving governance of grassroot institutions, mobilizing resources and accessing rural finance from providers such as the Constituency Development Fund (CDF), Local Authorities Transfer Fund (LATF), Agricultural Finance Cooperation (AFC) and Produce Cess Fund; and acquiring appropriate technology and entrepreneurial skills for enhanced rural development. The decentralized government structures shall continue to provide the right facilitating mechanism for ensuring empowerment of extension clientele in both knowledge sharing and resources mobilization and allocation.

Collaboration and Networking

- 2.23 In a pluralistic extension system, partnership, collaboration and networking are important aspects among the ESPs and between extension and other service providers. It enhances a holistic and integrated approach to providing services to the client. Among the potential collaborators complementing extension service provision are input suppliers, agro-

processors, marketing agents, financial institutions, farmer organizations (such as producer and marketing cooperatives), research and training institutions, and administrative and regulatory agencies.

- 2.24 There is little formal collaboration among ESPs, a situation that has led to lack of synergy and duplication of effort. Collaboration between extension and other service providers is weak resulting in poor access to extension support services by extension clients.
- 2.25 The poor collaboration and networking between extension and other service providers is a result of low appreciation of their importance, pursuing of individualistic agenda among some of the service providers, and lack of trust and harmonized planning.
- 2.26 The main challenge is to devise modalities for improving collaboration and networking among stakeholders to provide a common ground for jointly addressing issues in extension and other rural development support services. Another related challenge is building mutual trust to achieve harmonized planning among stakeholders.

Regulation of Extension Service Providers

- 2.27 Currently, there are no formal guidelines governing code of ethics and working standards for ESPs in the country. The practice is for each service provider to apply what they regard as appropriate. Consequently, it is common to have some providers venturing into extension services without adequately trained personnel and / or the pre-requisite extension working tools, thereby adversely affecting the quality of services offered because of:
- (i) lack of professionalism in extension service delivery
 - (ii) absence of extension providers' service charters and agreements with clientele to enable the latter to demand and evaluate the quality of services offered

- (iii) lack of a common professional association for extension agents to establish a vetting system for extension providers
 - (iv) absence of a regular monitoring system to assess the impact of extension and the different approaches used by different stakeholders.
- 2.28 Currently, there are several advisory bodies such as the district agricultural committees, provincial agricultural boards and the central agricultural board. There are also professional associations such as the Kenya Society of Agricultural Professionals (KESAP), Animal Production Society of Kenya (APSK) and Kenya Veterinary Association (KVA). However, these bodies do not have regulatory mandates governing extension service provision.
- 2.29 The challenge is to establish an Institutional framework that will set and enforce standards for ESPs, improve professionalism and monitor performance.

Role of Institutions in Capacity Building and Technology Development

- 2.30 As is the case with extension provision in general, the public sector has dominated in capacity building and technology development and dissemination, with the private sector gradually taking on some of the responsibilities, especially in human resource development.

Human Resource Development

- 2.31 Several public training institutions in the country offer services to the agricultural sector. They include universities, middle-level colleges and institutes, and farmer and pastoral training centres. There are also private sector-run agricultural training institutions offering general and specialized courses.
- 2.32 Other public support institutions also involved in capacity building include a livestock recording centre, national bee-keeping station, fish breeding and demonstration farms, sheep and goat stations, livestock farms, agricultural mechanization stations, and rural technology development stations. These institutions provide specialized training to

clients (farmers and extension personnel) and act as demonstration centres for improved technologies.

- 2.33 Institutional constraints in human resource development include inadequate and decreasing levels of funding for public training institutions leading to deterioration of infrastructure and facilities for training and technology demonstration. Capacity to train in emerging areas such as husbandry of indigenous animals and plants, organic farming and advanced bio-technology is also limited. The slow pace of commercialization of services offered by training institutions and failure to respond to market demands for specialized courses are other stumbling blocks. Limited employment opportunities in the public and private sectors are attributed to the low overall enrolment in agricultural training institutions, mostly with very few females compared to men.
- 2.34 The institutional challenges in human resource development in general include improving the skills levels and scope of knowledge of extension personnel, especially frontline or field extension workers; increasing the ratio of female extension personnel; and improving institutional capacity to train personnel (extension providers and researchers) on important emerging issues such as organic farming, biotechnology, and the characterization and selection of indigenous plants and animals of socio-economic importance. Other equally important challenges include raising adequate funding by public training institutions for development, operations and maintenance; and facilitating public training institutions to review their training curricula to respond to the dynamic market demands.

Technology Development, Packaging and Learning

- 2.35 Research and development of new technologies that respond to client needs are important aspects in ensuring a vibrant extension service. Currently, most research and technology development is public funded mainly through the Kenya Agricultural Research Institute (KARI) and its research centres, universities, KEFRI (Kenya Forestry Research Institute), KEMFRI, etc. International organizations such as ILRI (the International Livestock Research Institute), ICRAF

(the World Agroforestry Centre), ICIPE (the International Centre for Insect Physiology and Ecology) and CIMMYT (International Centre for Improving Maize and Wheat) are also actively involved. As part of the strategy to link research with end users, each of the sector ministries has research liaison offices, while at the district levels there are centre research advisory committees.

- 2.36 Historically, most of the resources allocated to research and higher institutions of learning have not necessarily reflected demands as articulated by identified clients / end users of the outputs. There are now concerted efforts to change this approach towards a more demand-driven research setting. This has included the use of client-oriented competitive research grants offered to the most qualified proposals for responding to identified knowledge gaps.
- 2.37 The main institutional constraints in research development, packaging and dissemination are low and decreasing investment in agricultural research by both public and private sectors, and ineffective institutional mechanisms to address weaknesses in research-extension-client linkages including ineffective knowledge transfer mechanisms for available and demand-driven technologies. Inadequate attention to post-production research on factors such as value addition, processing and marketing is also cited as a critical constraint. Other weaknesses include ineffective coordination of technology development institutions, and inadequate documentation facilities and information dissemination at all levels.
- 2.38 The main challenges in technology development, packaging and dissemination include
- (i) how to attract more funding to ensure adequate investment in agricultural research by both public and private sectors
 - (ii) strengthening institutional mechanisms for research-extension-client linkages in the whole sphere of agricultural knowledge and information systems (AKIS)

- (iii) setting up a client-driven mechanism for setting the agricultural research agenda and prioritizing, such as research on value addition, processing and marketing needs
- (iv) improving coordination of private and public research organizations to avoid duplication of effort and to promote demand-driven research
- (v) strengthening the operations of documentation facilities and improving information dissemination systems at all levels.

Information and Communication Technology use in AKIS

- 2.39 The main actors in agricultural knowledge and information systems AKIS in Kenya include research bodies, ESPs, training institutions, universities, international bodies / agencies, Government departments, quasi-government bodies, agri-business, farmer organizations and individual farmers / clients. They all share a common objective of generating, promoting mutual sharing of agricultural-related knowledge, skills and information system and use different ways of achieving that goal.
- 2.40 As regards AKIS, the linkages between formal institutions and clients are generally weak and poorly coordinated. This is a result of inadequate human resources, poor leadership, and inadequate capital and financial resources. Consequently, clients mostly rely on informal sources for information.
- 2.41 Key to the functioning of AKIS is information communication and technology (ICT). The Government has prepared a policy paper on the role of ICT in its operations. It is expected that ESPs and clients, both public and private, will increasingly apply ICT in their transactions. However, ICT usage and its uptake in agricultural extension have been slow due to weak capacity to acquire and apply it, aggravated by poor rural infrastructure and low literacy levels of end users.
- 2.42 Other related causes for low use of ICT include inadequate use of electronic forms of information storage (e.g. CD-ROM and websites) and dissemination (e.g. radio and TV).

- 2.43 The main challenge in AKIS is to formulate a sustainable strategy for sharing and exchanging information that should lead to
- (i) improved access and utilization of existing data and information, and sharing of experiences
 - (ii) increased use of networking and pluralism in providing extension and research services
 - (iii) increased cost-effectiveness, equity and efficiency in agricultural development
 - (iv) increased use of participatory learning approaches;
 - (v) improved reliability of information exchange through farmer-to-farmer interaction and
 - (vi) use of existing informal channels to enhance the two-way flow of information between advisors and farmers.
- 2.44 Equally important measures to increase ICT uptake in AKIS include
- (i) Government research institutes emphasizing strategic alliances with other development agencies, the production of teaching materials designed to facilitate participatory learning, and the production of 'basket of options' information materials for farmers and extensionists
 - (ii) improving coordination and harmonization of agricultural information databases
 - (iii) harmonizing standards for packaging user-friendly extension messages for consumption by end-users.
- 2.45 With regard to ICT, the challenge is to improve the capacity of extension workers and clients in its use.

Extension Facilitating Factors

- 2.46 Facilitating factors are necessary to deliver extension services efficiently and effectively, and for technology adoption. These factors include infrastructure, business, financial and information services, legal and institutional frameworks. Currently, the public extension service covers all districts

irrespective of the level of availability of facilitating factors. Extension service has produced better results in areas that provide most facilitating factors.

- 2.47 The main constraints with respect to extension facilitating factors include weak coordination of inter-sectoral planning by the development committees at the decentralised level; inadequate investment in infrastructure to facilitate extension and agricultural services by stakeholders; and weak institutional capacity to enforce existing laws and regulations governing the agricultural sector.
- 2.48 The main challenges in ensuring provision of facilitating factors include strengthening inter-sectoral planning and coordination at the county level; linking with and influencing stakeholders to plan for and provide key facilitating factors such as infrastructure and rural finance; influencing local authorities to utilize produce cess and LATF funds to provide facilitating services; strengthening rural-based institutions such as CBOs, village banks, SACAs and SACCOs; and ensuring proper implementation of and compliance with existing laws and regulations.

Financing Extension Services

- 2.49 Current sources of funding extension services come from the Government and the private sector. Government is still the main player in extension service provision though most of its funding has been mainly towards personnel emoluments with inadequate provisions for operations and maintenance. However, some programmes and projects have extension services funded as a core activity.
- 2.50 For some of the commercial enterprises such as tea, coffee, sugar, pyrethrum, barley, tobacco, horticulture and dairy extension clients fully pay for the cost of extension services given by both the private (e.g. private companies and cooperatives) and service providers from quasi-public organizations.
- 2.51 The major constraints to financing extension service delivery include lack of a well-planned exit strategy in public sector extension services that encompasses sustainable privatization

and commercialization, and lack of an enabling environment for the private sector to take an increasing role in provision of extension services. Modalities for contracting out some of the extension services though accepted in principle have not been defined. Meanwhile, declining public budgetary allocation for providing extension services and poor planning of extension service delivery have not helped the situation in utilization of human and financial resources efficiently.

- 2.52 The main challenges to ensuring sustainable funding to agricultural extension include increasing resources allocated to fund public extension services and improving planning and coordinating the allocation of resources to extension by different stakeholders to minimize duplication and wastage. Other aspects to be addressed include formulating a well-managed public sector financing and exit strategy including sustainable privatization and commercialization of extension services, designing a financing mechanism for extension services with better targeting especially for the marginalized and vulnerable groups, creating an enabling environment for the private sector to take an increasing role in provision of extension services, and developing modalities for identifying services and the mechanisms for contracting them out.

Cross-cutting Issues in Delivery of Agricultural Extension Services

- 2.53 The extension service is one of many production factors required by clients. Some of the contemporary issues that the extension service has been addressing to varying degrees of success include: responding to environmental concerns, identifying and targeting of vulnerable groups, acknowledging client rights, mainstreaming gender, HIV and AIDS and other communicable and water-borne diseases, community security, and conflict mitigation and resolution. The sector ministries are currently addressing these issues at different levels and have influenced the way extension messages are packaged and disseminated. A good example of how to mainstream such issues in extension messages is through a programme such as the National Agriculture and Livestock Extension Programme (NALEP).

2.54 Despite the progress made in addressing these issues, challenges still exist in coping with HIV and AIDS, malaria and other communicable and water-borne diseases, which have severely affected productivity through loss and diversion of labour and financial resources to care for the infected and affected. Other challenges include addressing poor governance of extension clients' institutions and limited capacity to assert their interests and basic rights; and embracing sustainable environmental management through wider community participation in natural resource management and formulation of conservation strategies.

3. EXTENSION POLICY OBJECTIVES

The Need for a Revised Agricultural Extension Policy

- 3.1 The National Agricultural Extension Policy (2001) sought to provide policy guidance to address the challenges outlined in the preceding chapter. NALEP was among projects that demonstrated the feasibility of working closely with and engaging the private sector and grassroots client institutions, such as common interest groups, in extension service delivery and cost sharing. However, implementation of the policy was adversely affected by, among other factors, reduced funding in the public sector (especially for operations and maintenance) and inadequacy of complementary services (input supply, credit, market outlets). Moreover, institutional arrangements for implementing the NAEP among the agricultural sector ministries, the private sector and civil society were not well coordinated.
- 3.2 The new National Agricultural Sector Extension Policy (NASEP) takes a sector-wide approach and addresses key sectoral issues in the delivery of extension services. It gives guidelines on addressing and devising funding modalities, packaging of technologies, technical capacity building and research-extension-farmer linkages, and application of ICT in AKIS in general. It also offers guidance on the role of the private sector and its modalities of providing extension and other auxiliary services.

National and Sectoral Strategies

- 3.3 The *Agricultural Sector Development Strategy 2010–2020* (ASDS) outlines ways to transform the agricultural sector to encompass innovative, commercially-oriented and modern agricultural undertakings. The overall goal of the agricultural sector is to achieve an average growth rate of 7 per cent per year over the next 5 years.

General Direction

- 3.4 The ASDS has identified two strategic thrusts to achieve overall development and growth of the sector: i) increasing productivity, commercialization and competitiveness of agricultural commodities and enterprises; and, ii) developing

and managing the key factors of production. These thrusts will require critical inputs and support from enabling sectors and factors such as macro-economic environment, security, infrastructure, education and social development. Furthermore, institutional reforms and better coordination will be critical to deliver the vision of the agricultural sector. In this context, the ASDS interventions will be implemented to:

- i) Increase productivity to enhance competitiveness
- ii) Improve the extension service system through manpower development, better utilization of ICT and efficiency in resource use
- iii) Improve links among research, extension (both public and private) and the farmer in order to provide a more interactive interplay between the stakeholders so as to generate appropriate technical solutions to agricultural development challenges
- iv) Improve access to financial services and credit to rural areas
- v) Encourage growth of agri-business in marketing and processing / value addition
- vi) Improve the regulatory framework to control the quality of agricultural inputs and services
- vii) Increase competitiveness in the supply of agricultural inputs
- viii) Rationalize and harmonize taxation regimes to provide incentives to producers, agro-processors and other service providers.

Policy Direction

- 3.5 According to the ASDS, the provision of extension services will be 'strengthened and reformed using well-coordinated, decentralized, multisectoral and multidisciplinary approaches that respond to user demand'. These measures will include:
- i) Retaining the provision of extension services for smallholders within Government, with gradual

- privatization to complement the retained public extension service.
- ii) Advising on surveillance and control of notifiable diseases and disease / pest outbreaks as part of early warning system.
 - iii) Restructuring and reforming public extension systems to facilitate multistakeholder participation (pluralism).
 - iv) Mainstreaming cross-cutting issues in extension services (gender, environmental conservation, HIV and AIDS, malaria and other communicable and water-borne diseases, drugs and harmful substance abuse, human rights and infrastructure supply).
 - v) Facilitating the development of stakeholder-operated market information system.
 - vi) Facilitating capacity building of ESPs.
 - vii) Developing and executing performance standards and evaluation framework for extension services.

NASEP is anchored within the context of these ASDS principles.

Vision

- 3.5 Delivery of extension services must respond and adapt to the changing macro-economic policies and prevailing global trends. The extension policy will guide the evolution of new institutional arrangements and alternative service providers without compromising the quality of services to farmers. In addition to spelling out principles to guide the development of new extension services for the country, the policy has outlined the vision and objective to be fulfilled by the service.
- 3.6 The vision is to have:
'Kenyan agricultural extension clientele demand and access appropriate quality extension services from the best providers and attain higher productivity, increased incomes and improved standard of living'.
- 3.7 Based on this vision, the key objective will be:
'To empower the extension clientele through sharing information, imparting knowledge and skills, and changing

attitudes so that they can efficiently manage their resources for improved quality of livelihoods’.

3.8 The objective will be fulfilled by:

- i) Promoting pluralistic extension service provision and management.
- ii) Guiding the operations of ESPs through an established independent regulatory body to ensure provision of quality extension services.
- iii) Establishing an implementation framework for projects and programmes providing extension services.
- iv) Harmonizing extension approaches and methods including empowering grassroot organizations to deliver extension services.
- v) Supporting the establishment of a national agricultural research system and the need to have a demand-driven research agenda.
- vi) Strengthening established frameworks for stakeholder linkages including those responsible for providing extension facilitating factors.
- vii) Compelling ESPs to mainstream cross-cutting issues in extension messages.

4. POLICY ON AGRICULTURAL EXTENSION SERVICE

- 4.1 This sector-wide policy draws its strength from the ASDS principles. Its objective is to promote and guide the realization of demand-driven, sustainable and effective pluralistic extension system.

Extension Service Provision and Organization

- 4.2 The long-term goal is to have private sector-led and fully commercialized extension service such as that already provided by private companies (e.g. British American Tobacco and East African Breweries for barley), co-operatives (e.g. Kenya Creameries Cooperatives and Brookside for dairy) and quasi-public organizations (e.g. Kenya Tea Development Authority for tea). However, since the immediate application of this model is limited to high-value and readily marketable enterprises, government will continue playing an active role in other enterprises and / or disadvantaged communities through offering fully subsidized public extension services with the intention of gradually withdrawing and or partially charging for the offered services (i.e., privatizing and commercializing services). Even in enterprises or areas where services are fully subsidized, Government will increasingly outsource to the private sector and higher learning and research institutions (e.g. universities) as a means of building the capacity of the sector.

Role of Government in a Pluralistic Extension Service

- 4.3 In recognition of the increasing role of other stakeholders in extension services provision, the Government will:
- i) promote pluralism in extension service delivery and institute mechanisms to coordinate extension services for improved quality services
 - ii) continue to be involved in providing agricultural extension services either directly (using existing Government institutions) or indirectly (e.g. contracting out to private sector service providers and universities /

colleges) mainly in areas where private sector participation is still low (e.g., in ASALs) with special attention to vulnerable groups

- iii) invest in building capacity of ESPs, extension clientele and relevant institutions
- iv) promote decentralized extension service provision through clientele organizations and other grassroots institutions / forums organized at all levels, in line with the Government devolved structures.

Privatization and Commercialization of Extension Services

4.4 Emphasis will be on creating a favourable environment for the private sector to take a greater role in providing extension services through:

- i) Instituting measures to encourage the private sector to take over the extension service for commodity enterprises where established commercial farming is in place.
- ii) Commercializing public sector extension provision, starting with cost sharing, partial cost recovery and gradually moving to full-cost recovery in all areas based on clientele's ability to pay for the services.
- iii) Working out modalities for contracting extension services between private and public sector service providers.
- iv) Decentralizing by empowering and strengthening clientele / community organizations (e.g. CBOs and cooperatives) to provide extension services at different levels of stakeholder forums starting at the village or beach level all through to the county and national levels.

Decentralized Planning Process

- 4.5 The sector ministries will collaborate with other stakeholders to form a coordinating unit to achieve synergy and ensure sustainability of extension services provision through:
- i) Decentralizing by empowering county and lower levels to participate in priority setting, designing projects and programmes, and allocating resources.
 - ii) Establishing a harmonized institutional framework for coordinating all extension programmes / projects within the sector.
 - iii) Instituting a bottom-up planning process for the stakeholders' forums and ensuring that resources are budgeted by and allocated to the lowest planning levels.

Extension Approaches and Methods

- 4.6 ESPs will be required to apply sustainable, dynamic, innovative and effective extension approaches and methods, especially those:
- i) Promoting demand-driven and beneficiary-led approaches in the selection of technologies and extension messages, and that have clear accountability mechanisms.
 - ii) Promoting decentralization by using clientele groups (e.g. common interest groups, smallholder associations and primary cooperatives) and general public outreach for cost-effectiveness.
 - iii) Taking into consideration the importance of indigenous knowledge and technologies.
 - iv) With in-built sustainability mechanisms such as cost sharing with beneficiaries and discouraging dependency syndrome.
 - v) Addressing agro-ecological diversity and that recognize socio-economic and cultural characteristics of the clients and promote enterprise diversification.

- vi) Supporting pluralism in service delivery and promoting strong stakeholder collaboration and networking to enhance efficiency in resource utilization.
- vii) Using multi-disciplinary teams for holistic solving of clientele problems.
- viii) Using ICT and mass media for wider coverage and enhanced sharing of information.
- ix) Mainstreaming cross-cutting issues such as gender equity, HIV and AIDS, drug and substance abuse, governance, rights and environmental issues in agricultural development.

Content and Choice of Extension Messages

4.7 ESPs at different levels will develop dynamic and comprehensive extension packages so as to improve adoption of technologies. Among other aspects the messages will focus on:

- i) Clients' socio-economic status, promoting farmer innovations, consumption of locally produced goods, and cross-cutting issues such as environment, HIV and AIDS and gender.
- ii) The whole value chain from production, value addition, storage, marketing to utilization.
- iii) Transforming agriculture from subsistence to farming as profitable business.
- iv) Quality standards of inputs, products and food safety.

Decentralization and Empowering Extension Clientele

4.8 ESPs will develop sustainable mechanisms to empower their clients by:

- i) Promoting the establishment of farmer-based institutions and forums at different levels starting with common interest groups and linking them to client forums at the various county levels. Specific guidelines on the forming and operationalizing such forums shall be developed and implemented.

- ii) Promoting good governance in such forums (e.g. groups, associations and cooperatives).
- iii) Harmonizing the approaches used by different ESPs to empower their clientele.
- iv) Building clientele capacity to link and access services from other financial service providers such as CDF, LATF and Produce Cess Fund.
- v) Promoting the ability of extension clientele to mobilize resources and linking them with financial institutions such as microfinance institutions, SACCOs, village banks, formal banks and AFC.
- vi) Developing networks of community information systems and contact points, and linking clients with markets.

Stakeholder Collaboration and Networking

4.9 Partnership, collaboration and networking among ESPs, clientele and other stakeholders will be strengthened through:

- i) Forming harmonized stakeholder collaborative forums at all levels of implementation, which will promote joint programme planning and implementation, information sharing, participatory M&E and impact assessment. Furthermore, the forums will promote transparency and accountability in resource utilization.
- ii) Formalizing collaboration through Memoranda of Understanding.

The sector ministries will initiate the process of building stakeholder partnership, collaboration and networking.

Regulating Extension Services Providers

4.10 There will be an independent regulatory body established under a relevant institutional and legal framework to register and license ESPs. It will collaborate with stakeholders to develop guidelines, code of ethics and enforceable working standards for ESPs with respect to quality assurance and monitoring.

- 4.11 The Government, in consultation with stakeholders, will spearhead this process, which will include the mandate to arbitrate among and between extension providers and extension clientele.
- 4.12 Quality assurance in extension service delivery will be achieved through the following measures:
- i) Forming a national association for agricultural ESPs.
 - ii) Making it mandatory for all extension providers to be affiliated to this national association.
 - iii) Setting the minimum level of acceptable professional qualifications for extension agents.
 - iv) Developing guidelines for the operations of extension-led extension provision such as farmer-to-farmer extension, Farmer Field Schools and community-based animal health workers.
 - v) Undertaking periodic reviews of curricula of training institutions to respond to the changing sectoral and global trends.
- 4.13 Monitoring, evaluation and impact assessment will be undertaken by:
- i) The stakeholders' collaborative forums at various levels, which will assess the quality of services offered by ESPs.
 - ii) The service providers who will develop and avail service charters to the clients to enhance accountability and transparency.
 - iii) Stakeholder participatory monitoring of quality of extension services based on jointly developed and accepted targets / indicators and milestones that can be monitored.
 - iv) Setting up surveillance and early warning systems in collaboration with other stakeholders, including grassroots clientele institutions such as CIGs, cooperatives and beach management units.

- v) Extension clientele (individually and through their groups / societies / cooperative), who will make formal complaints to the extension regulatory body.
- vi) The regulatory body, in consultation with professional bodies, which will also develop a penalty system to enforce compliance on established standards.

Institutional and Human Resource Development

4.14 All ESPs will assess training needs for their personnel and implement plans to ensure that:

- i) A human resource development strategy is developed for new trainings, and retraining extension personnel to cope with the new extension services provision philosophy.
- ii) Extension personnel are well trained, skilled, motivated and facilitated to perform their duties. This will include offering in-service staff training on emerging important issues.
- iii) Gender is considered in human resource development, recruitment and deployment.

4.15 Public training institutions will:

- i) Formulate and enhance the pace of commercialization to raise adequate funds for their operations, such as improving facilities and infrastructure and securing land ownership to encourage investment and development.
- ii) Review and redefine their mandates to respond to the wider sectoral and stakeholder requirements, such as developing curricula based on demand.

Technology Development, Packaging and Dissemination

4.16 The Government will collaborate with other stakeholders to:

- i) Develop sustainable funding mechanisms to increase funding levels, as stipulated in the ASDS, for technology development, packaging and dissemination.

- ii) Prepare guidelines and establish special units for disseminating agricultural technology to ESPs at different levels starting at the location / ward / division levels.
- iii) Place both public and private agricultural research organizations under one coordinating authority and / or establish mode of operation through well defined MOUs with other stakeholders.
- iv) Strengthen coordination of research activities by existing institutions such as the National Council of Science and Technology and create collaboration forums for agricultural research stakeholders.
- v) Develop client-based / responsive research approach within the framework of NARS by improving the composition of research advisory committees.
- vi) Ensure technology development is market and demand driven and it covers the entire value chain.
- vii) Ensure that sector ministries, research organizations and training institutions take a leading role in ensuring a workable mechanism for strengthening research-extension-client linkage and feedback.

Use of Information and Communication Technology in AKIS

4.17 The Government in collaboration with other stakeholders will:

- i) Establish an integrated and dynamic database for the sector and improve access and use of information and experiences generated.
- ii) Increase investment in agricultural information and knowledge systems, which will include capacity building in ICT and establishing information points in rural areas.
- iii) Harmonize standards for packaging user-friendly extension messages.
- iv) Encourage use of participatory learning approaches and improve the reliability of information exchanged through farmer-to-farmer interaction and use of existing informal

channels for enhancing the two-way flow of information between advisors and farmers.

- v) Motivate the private sector, through interventions such as rural electrification and lowering tariffs on solar power, to set up and operate ICT-based rural information centres and establish community-based radio.

Extension Facilitating Factors

4.18 To improve accessibility of extension facilitating factors, ESPs will:

- i) Link extension clients to the providers of the facilitating factors.
- ii) Influence the strengthening of inter-sectoral planning and coordination at the county level and involve key members of development committees in extension service planning and prioritizing required facilitating services.
- iii) Build the capacity of extension clientele to demand and access services through stakeholder collaboration mechanisms at all levels, and link them with established facilities such as CDF, LATF and Produce Cess Funds.
- iv) Support the development of well-managed and vibrant community-based organizations to mobilize savings, provide credit, provide marketing and to procure farm inputs.
- v) Intensify education of the extension clientele on existing relevant laws and regulations on sustainable farming and trade practices.
- vi) Influence the strengthening of operations of microfinance institutions through periodic reviews of the Microfinance Bill, so as to provide a fair playing ground for access to financial services by rural communities.
- vii) Empower extension clientele to link with relevant organizations on issues related to local and international trade.

- viii) Influence the creation of an enabling investment environment to stimulate growth of the agricultural sector. This includes policies that are conducive to investment and provision of rural infrastructure such as roads, water, electricity, telecommunication, security and medical facilities.

Financing Extension Services

- 4.19 Financing of extension services in the country will continue to be carried out by Government, private sector, universities / collages, NGOs and civil society with three categories of funding scenarios: model 1 with full government funding using public and private sector ESPs; model 2 funding with partial cost recovery where beneficiaries contribute to extension service funding; and model 3 type of funding where the clientele bear the full cost of extension services.
- 4.20 To ensure sustainability in financing of extension services, the sector ministries and stakeholders will:
 - i) Collaborate to develop, establish and operate a stakeholder-driven trust fund managed by a board of trustees, to finance pluralistic extension services. The private sector will contribute to the fund through sources such as produce cess from fish, crops, agroforestry and livestock or through a special levy for agricultural produce and special contributions / levy from agribusiness such as input suppliers. A competitive grant system will be among the systems to be used by private sector and public institutions including universities to access extension funds.
 - ii) Commercialize public sector extension provision starting with cost sharing and partial cost recovery; gradually moving to full-cost recovery in all areas based on client ability to pay for the services.
 - iii) Institute measures to encourage the private sector to take over the provision of extension services for commodity enterprises where established commercial farming is in place.

- iv) Empower extension clientele through promoting diversification of enterprises and investments to enable them afford extension and agricultural services.
- v) Decentralize the extension service delivery system and use cost-effective approaches and methodologies.
- vi) Institute mechanisms for exchanging information between private research and public extension service, and for implementing intellectual property rights.

Mainstreaming Cross-Cutting Issues

- 4.21 Extension service providers will address all relevant cross-cutting issues in their programmes. These are listed below.
- 4.22 **HIV and AIDS, tuberculosis, malaria and other communicable and water-borne diseases:** ESPs will mainstream HIV and AIDS, TB, malaria and other communicable and water borne diseases issues in their programmes by emphasizing on creating awareness of prevention measures and improved nutrition, introducing labour-saving devices and income-generating enterprises, and linking the affected and infected with specialized agencies. The extension providers will link with research stakeholders to create awareness on new nutritional and immune-boosting bio-fortified products. The Government policy on HIV and AIDS at the workplace for extension personnel will be implemented.
- 4.23 **Rights of extension clientele and farmers:** Extension service providers will build the capacity of community-based institutions (producers, processors and marketing organizations) to improve on governance and management, and create awareness of their basic rights and obligations. They will also link the clientele with institutions dealing with adult learning to reduce levels of illiteracy.
- 4.24 **Sustainable environment and natural resources management:** All ESPs will mainstream environment and natural resources-related issues in extension messages by imparting knowledge on:
- i) Good practices on water catchments management, soil and water conservation, agroforestry and wetland utilization.

- ii) Appropriate land-use allocation and management of economically viable production units (rational crop land and grazing / ranch sub-division).
- iii) Existing initiatives by other stakeholders on community-based natural resource management plans for land use, wildlife, fisheries, forestry, livestock, etc.
- iv) Importance of community disaster preparedness and link them with relevant institutions involved in early warning and disaster preparedness.

4.25 Gender. ESPs will:

- i) Disseminate gender-sensitive technologies and interventions.
- ii) Influence development of gender-sensitive technologies.
- iii) Link extension clientele with other stakeholders on education and awareness creation on different rights as well as change of attitudes on gender relations in the community.
- iv) Influence mainstreaming of gender issues in schools and training institutions curricula.
- v) Target the youth in and out of school to help mould them as future farmers and agri-business entrepreneurs.

4.26 Identifying and targeting vulnerable groups: ESPs will identify and target vulnerable groups among their clientele such as the disabled, orphans and those who are resource disadvantaged in their extension messages and outreach programmes.

4.27 Security, Community Conflict Mitigation and Resolution: ESPs will:

- i) Create awareness of the role of communities in conflict mitigation and resolution.
- ii) Link community-based groups and associations with agencies and stakeholders specializing in conflict mitigation and resolution.
- iii) Link community-based groups and associations with existing initiatives by other stakeholders on community-based natural resource management plans for land use, wildlife, fisheries, forestry, etc.

- iv) Create awareness on the key tenets of the land policy on matters such as tenure (e.g. fragmentation) and utilization.

5. IMPLEMENTATION FRAMEWORK

- 5.1 The implementation of this policy shall be coordinated by the Agricultural Sector Coordination Unit (ASCU), which will also spearhead the preparation of its implementation framework (the National Agriculture Sector Extension Policy Implementation Framework [NASEP-IF] and funding of the strategies to be prepared for implementing this policy.
- 5.2 The policy document should be read in conjunction with the NASEP-IF which provides strategic guidelines on:
- i) Commercializing and privatizing extension services.
 - ii) Regulation, coordination, monitoring and evaluation of extension services.
 - iii) Approaches and methods of extension services delivery.
 - iv) Content and choice of extension messages by ESPs and their clientele.
 - v) Empowering clientele.
 - vi) Stakeholder collaboration and networking.
 - vii) Modalities for funding of extension services including the formation and operations of the stakeholder trust fund.
 - viii) Institutional framework and linkages
- 5.3 Also covered in the implementation framework are strategic guidelines on:
- i) Building capacity of ESPs and their clientele.
 - ii) Participatory technology development, packaging and dissemination.
 - iii) Agricultural knowledge information systems.
 - iv) Extension facilitating factors.
 - v) Cross-cutting issues.
- 5.4 The implementation framework shall stipulate monitorable targets and milestones to be realized over time.
- 5.5 This policy document shall be reviewed at least once in five years at the concurrence of key stakeholders as coordinated by the sector ministries.



