Government, through the Ministry of Agriculture, Animal Industry and Fisheries has formulated the National Agricultural Extension Policy to guide, harmonize and regulate the provision of agricultural extension services to farmers, farmers’ groups, and other actors in agriculture value chains throughout the country. Under the policy, MAAIF will lead the implementation of a revitalized structural and institutional framework for effective coordination of all public, private, and civil society actors towards realization of a common vision of: “Prosperous farmers and other agricultural actors for socio-economic transformation and welfare of the population”.

This policy is in response to government’s commitment to realize an agricultural revolution in the country in line with the National Agriculture Policy (2013) and the overall national policy framework articulated in Vision 2040 and periodic National Development Plans. It is intended to address past shortcomings in agricultural extension service delivery and cause sustained progression of smallholder farmers from subsistence agriculture to market oriented and commercial farming. This will ensure that the extension services respond to beneficiaries demand and emerging opportunities.

The policy objectives reflect countrywide consensus generated during highly interactive consultations and dialogues that were held with various stakeholders including farmers and farmers’ groups, local governments, related ministries, departments and agencies, subject matter specialists, private sector, civil society, academia, policy makers and development partners. The policy has introduced innovations that are aimed at contributing to ending hunger; achieving food, nutrition and income security; expanding exports as well as promoting sustainable agriculture in the country. Under the policy, agricultural extension will be provided through a pluralistic, inclusive, equitable, decentralized, integrated and harmonious system that links all categories of extension users along the value chain with appropriates services, innovative technologies and the market.
I thank everyone who contributed to the formulation of the policy and my Ministry is committed to sustaining the momentum and enthusiasm generated during its implementation. Particular thanks go to members of the multi-sectoral and multi-institutional Technical Working Group for steering the process; consultants for technical assistance; and support received from our development partners; particularly the United States Government through Feed the Future Initiative, the Netherlands Embassy, and the World Bank.

For God and My Country

Hon. Vincent Bamulangaki Ssempijja (MP)
MINISTER
Ministry of Agriculture, Animal Industry and Fisheries
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Agriculture (also called farming or husbandry): The art and science of growing crops, rearing of livestock, fish, bees, and other productive insects.

Agricultural sector: Includes crops, livestock, agro-forestry, fishing, apiculture, sericulture and other related activities.

Agricultural Extension Services: These include interventions/activities by government and Non State Actors (NSAs) that facilitate the access of organizations, and other value chain actors to knowledge, information, and technologies; mediate their interaction with other relevant organizations; and assist them to develop their technical and management capacity in agriculture and family life.

Agricultural Extension System: The agricultural extension system includes the entire set of organizations and institutions (public, private, civil society), that are involved in providing agricultural extension services.

Beneficiaries: Individuals and organizations directly reached and benefiting from agricultural extension services.

Client-led extension services: This is a type of service where extension service providers routinely adopt a mindset of listening carefully to the demands/needs of beneficiaries as a basis for any interventions.

Commercial agriculture: Production of crops, livestock, fish, apiculture and sericulture products primarily for sale.

Farmer Empowerment: Building the capacity of individual farmers and farmer institutions to have greater access and control over structures and processes that transform their resources and assets into outcomes that they desire to achieve their goals.
Extensionworker: Personnel employed by agricultural extension service provider organizations (Government and NSAs) to work directly with beneficiaries. Such personnel can be from a range of disciplines including agriculture, agricultural engineering, nutrition, agribusiness and related areas.

Farmer: A person who grows crops, or rears livestock, fish, bees, silkworms and other productive insects.

Formal linkages: This is where organizations sign binding written agreements to guide their joint activities such as a memorandum of understanding. There are two types of formal linkages: 1) formal agreements to cooperate with extension services and 2) formal agreements to collaborate on extension activities, where joint collaboration on specific activities is defined and agreed upon.

Farmer organizations: Farmer organization is a generic word that includes farmer groups, farmer forums, farmer cooperatives, and other types of formal and informal collective structures.

Gender: Expected behavior and social characteristics (roles, responsibilities, decision making powers, status, access and control over resources) of men and women as determined by cultural norms in a particular community.

Informal linkages: These are working relationships between organizations with no written binding agreement.

Multi - Stakeholder Platforms: This is a physical or virtual forum that brings together different stakeholders to interact and work together towards mutually agreed goals and objectives.

Private sector: That part of the economy, which is run by private individuals or groups, usually as an enterprise for profit, and is not controlled by the state.
Subsistence Agriculture: A type of farming in which most of the produce is consumed by the farmer and his or her household, rather than being produced for sale.

Technical Content: All types of information, data, good practices, machinery, equipment, services, or other types of technology to be extended to beneficiaries.

Youth: Persons between the ages of 18 and 30 years.
1. INTRODUCTION AND BACKGROUND

1.1 Introduction

The Government of Uganda has in the past developed and invested in various agricultural extension approaches and systems with varying demand for human, capital and financial resources. The success has been mixed and sometimes unsatisfactory. In June 2014, Government took a decision to re-structure the entire national agricultural extension system in order to address past weaknesses in extension services. This decision was based on the recommendations of the Cabinet Sub Committee Report (2014). The reforms dubbed as “Single Spine Extension System” included transfer of the extension function from the National Agricultural Advisory Services (NAADS) to the mainstream Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and the creation of a Directorate of Agricultural Extension Services (DAES); integration of the NAADS program into the local government production departments and eliminating the parallel institutional arrangements as well as separation of agricultural input supply from the extension service delivery system. In a bid to effectively implement the reforms, MAAIF has prioritized the formulation of an agricultural extension policy and strategy to guide implementation.

Accordingly, in December 2015, MAAIF embarked on the process of developing the policy involving extensive consultations with stakeholders across the country. The consultations focused on identifying the key challenges facing the agricultural extension service, the causes and building consensus on how best the challenges should be resolved. The consultations covered all categories of farmers and other value chain actors such as subsistence farmers; fisher-folk, processors, pastoralists, ranchers and their respective associations; nongovernmental organizations, academia, research institutions, civil society, training institutions, private sector, subject matter specialists, professional bodies and development partners. The policy is a general reflection of the views of the stakeholders.
The purpose of Uganda’s National Agricultural Extension Policy (NAEP) is to guide, harmonize and regulate the provision of agricultural extension services throughout the country. The policy has strategies to effectively organize, manage, strengthen, regulate, and develop human resources, techniques and technology. It also stipulates guiding principles, methods and approaches for delivering agricultural extension services to meet the needs of farmers and other value chain actors. Implementation of the policy will require participation by all the stakeholders from state and non-state organizations.

1.2 Background

1.2.1 The importance and structure of agriculture sector

Globally, it is estimated that 90% of the 570 million farms are managed by individuals or families and rely on family labor. About 2.5 billion people depend on agricultural production systems for their livelihoods. The global agricultural environment is changing at unprecedented rate and in very diverse ways as a result of privatization, market liberalization and globalization. The domestic and regional urban population is also increasing dramatically and this is accompanied by higher incomes and changing nutritional diets leading to greater demand for high-value agricultural products.

Smallholder farmers produce more than 80% of the World’s food, yet they manage just 12% of all agricultural land. Smallholder farmers also play a vital role in environmental sustainability, including climate change adaptation and mitigation, by protecting biodiversity in agriculture. They, therefore, deserve more attention from policy makers to unleash their full business potential. As global poverty affects smallholder farmers disproportionately, achieving poverty reduction goals will require taking a fresh look at how agricultural policies are designed and coordinated so as to cater for their needs. The role of agricultural extension is recognized as critical in tackling challenges facing smallholder farmers.
In Uganda, agriculture has been and in the foreseeable future will remain central to the country’s economic growth and enhancing household incomes, thus the springboard for socio-economic transformation. More than 69% of the population derive their livelihoods from the sector, it is a market for non-agricultural outputs and a source of surplus for investment. The sector also directly contributes to about 26% percent of GDP and about half of the country’s exports. Processing agricultural produce accounts for more than 40% of total manufacturing. The sector comprises food crops, cash crops, livestock, fisheries and agro-forestry production. With 14,169,000 hectares of arable land Uganda has nearly 50% of the arable land in East Africa. It is also endowed with reasonable rainfall and two growing seasons over much of the country. The country is generally food secure and a reliable source of food for neighboring countries that often face food shortages. The country is dominated by small-scale farmers who are estimated to deliver over 75 percent of the total agricultural output and marketed agricultural produce. The medium size farmers, commercial farmers and estate operators are about 15 percent, 3 percent and 0.5 percent of farmers, respectively.

The sector’s performance in recent years in terms of production, productivity, exports and food and nutrition security has not been as expected due to a number of challenges including: slow adoption of technological innovations particularly amongst women farmers despite being the majority of agricultural labor force; poor management of pests and diseases; a weak agricultural extension system, with limited access especially among women; dependency on rain-fed agriculture; poor post-harvest handling techniques; inadequate bulking and storage facilities; limited market information and capacity of the primary producers to meet the standards required in export markets; absence of efficient input distribution systems; a weak monitoring and evaluation system; and inadequate public investment in the sector which has averaged about 3% over the last decade.
1.2.2 Factors that contribute to agricultural sector outcomes

Key agricultural sector outcomes include increased productivity, production and household incomes which Government has set at a minimum of Ushs 20 million per year per household. To achieve these outcomes, farmers need to have access to basic factors of production of land, labour and/or labour saving technologies, capital and management skills. Capital is necessary to acquire productivity enhancing inputs such as seeds; stocking materials, fertilizer, feeds; animal drugs, fish fingerlings, and agro chemicals, among others. In order to combine all these factors to achieve the agricultural sector outcomes, the farming community and other value chain actors require appropriate information, knowledge and skills to optimize the use of available resources. This is the role that agricultural extension plays. Together with agricultural research, agricultural extension is a key public good that Government will continue to provide in order to transform agriculture into a modern sector that contributes to wealth creation and prosperity.

1.2.3 The importance of agricultural extension services

Evidence from several studies conducted in Uganda and across the globe confirms that agricultural extension plays a central role in helping poor agricultural households to improve productivity and escape from poverty. The Government’s drive to transform farming from subsistence to more market oriented and increasingly commercialized system requires improved technical and management information, knowledge and skills. Agricultural extension is the knowledge base of the sector and the main driver of the sector’s transformation.
### 1.3.1 Historical Trends in Agricultural Extension

Agricultural extension in Uganda started in 1898 through a regulatory system locally referred to as ‘kiboko’ and has evolved through various methods and approaches including the supply-led progressive farmers approach of the 1950s to educational approach in the 1960s. This was followed by a dormant phase in the 1970s that is sometimes referred to as non-directional period. The period from 1980s to 1990s was a revival phase that was dominated by the Training and Visit agricultural extension model and the unified agricultural extension systems. The most recent was the demand-driven, decentralized, client-led and private sector serviced extension system under the NAADS program that ran from 2001-2014. This system has now been reformed into what is expected to be a more inclusive, better coordinated and decentralised agricultural extension system termed “Single Spine Agricultural Extension Service delivery system”. Despite success in several areas including a legal framework, overall, agricultural extension in Uganda over the last two decades, has served limited number of farmers (less than 20%). Its messages and approaches have not been effective in significantly changing producers’ mind set and boosting productivity. Funding and delivery mechanisms have not been adequate, efficient and sustainable.

For a long time agricultural extension has been characterised by frequent changes of policy and modus operandi as well as low sensitivity to the farmers’ needs, which diminished clientele buy-in and support. The research-extension-clientele linkages and the delivery systems and mechanism have also been ineffective. This has been compounded by lack of access to affordable and quality productivity enhancing technologies; poor linkages to markets and other services; and weak co-ordination mechanisms. The lack of financial and performance accountability and client ownership further aggravated the situation. NAEP has therefore been developed to mitigate these challenges.
1.3.2 Current Status of Agricultural Extension in Uganda

a) Extension Service Actors and their roles

There are three broad categories of extension service actors in Uganda.

First there are the agricultural extension service providers. This category comprises the public sector primarily MAAIF and local governments whose role is to oversee, coordinate and deliver extension across the country under the decentralized structure of government. In fulfilling these functions, the public sector extension providers have faced major challenges. A 2016 study by the Economic Policy Research Centre showed that funding for agricultural extension declined from 39% of the sector budget in FY 2010/2011 to 13% in FY 2014/2015. In addition, the extension service does not have sufficient human resources to deliver the level of services necessary to create productivity gains. As of March 2016, only 35% of the established/approved technical positions in local governments were filled. Public extension workers also do not have sufficient skills, are generally demotivated and lack performance assessment system for rewards and sanctions. Other actors in extension provision delivery include: NGOs, farmers organizations, private sector firms and associations as well as donor funded projects. The current challenge with these extension service providers is that they operate independently and some deliver information and messages that are not harmonized and quality assured.

The second category is the trainers of extension workers and these include but are not limited to universities and other tertiary training institutions. There is a general concern that agricultural training institutions lack relevant practical content and are not in tandem with the changing demands and paradigm shifts.
The third category of actors are those who generate content that agricultural extension services deliver to farmers and these include research organizations and universities among others. Their role is to develop technologies and recommend good agricultural practices for adoption by beneficiaries. In carrying out this role, they work in collaboration with the extension services and farmers during the development stages who provide feedback on the performance of technologies and the recommended good agricultural practices. However, these linkages have not been as strong as would have been desired.

b) Extension Content and Delivery approaches

The delivery of agricultural extension comprises diverse approaches that include: face-to-face training usually in a group setting; farmer field schools, field demonstrations, agricultural shows and fairs, field days, exposure visits and mass media. Other delivery methods are: adaptive research trials, randomized control trials, technology multiplication, ICTs, and publications (e.g; leaflets, booklets and posters).

Related to delivery approaches is the issue of extension content which in Uganda is more often than not uncoordinated. There is significant variation in what extension service providers deliver on the same commodity on the same agricultural practice and in the same agro-ecological area. There are also cases of blanket content across the country that does not take into account variations in agro-ecological zones. Important to note also is the fact that the scope of most content is limited to production practices and omits other stages of the value chain which are important for optimizing returns to investment for the farmers and other value chain actors. Nevertheless, there are some emerging best practices in developing extension content as is the case with the coffee sector which has developed harmonized extension materials.

Extension content also needs to take into consideration the increasing risks to agriculture, not least the growing impact of climate change and environmental degradation. Measures to address these risks and threats must be included in the content of extension and delivery approaches.
Finally, for the general wellbeing of the farming and rural communities, the need to be educated beyond production. For instance, many households produce enough quantity and variety of foods but do not know how to utilize them. They need advice on how to utilize these foods to improve household nutrition. These too will be included in extension content.

c) Coverage of extension Beneficiaries

Recent extension programs including NAADS have reached only a limited number of farming communities (22%) and tended to benefit only better off farmers. Another study revealed that women, youth and Persons with Disabilities had lower access to extension services compared to men. Given that women farmers provide over 70% of the agricultural labour force, their limited access to extension services means lower adoption of improved technologies (estimated at 17 less compared to men) and consequently a smaller contribution to productivity and output. Similarly, youth (10-30 years of age) comprising 57% of Uganda’s population, the majority of whom are residing in rural areas where agriculture in the main economic activity, are lagging behind in accessing extension services. Yet, the National Youth Policy (2001) clearly stipulates that youth who are farmers should be provided with market information and agricultural extension services. Without mobilizing this energetic segment of the population, their contribution to agricultural sector and the economy will remain untapped.

d) Linkage with other policies of relevance to Agricultural Extension

Without effective extension services, several policies cannot be fully and effectively implemented. NAEP will therefore contribute to, support and complement the implementation of several related policies that have been formulated over the years. The policies that are of great relevance to NAEP include: the National Agricultural Policy (2013); the National Policy on Delivery of Veterinary Services (2003); the National Agricultural Research Policy (2005); the National Animal Breeding
Policy(1998); the National Fisheries Policy (2004); the Animal Feeds Policy (2003); the Food and Nutrition Policy (2003); the National Fertiliser Policy; the National Land Use Policy (2013); the National Environment Management Policy (1994); the National Gender Policy (2007); and the National Youth Policy (2001). The National Agricultural Policy provides the framework for formulation of agricultural sub-sector policies, plans and strategies while the rest of the policies listed require a well-functioning agricultural extension service to contribute to the realization of their objectives and strategies.

1.4 Problem Elaboration

Agricultural extension is essential for communicating useful information, imparting skills and promoting technologies to the rural population and ensuring their application for increased productivity and enhanced quality of rural life. The primary problem faced by the agricultural extension service in Uganda and which this policy intends to address is fragmentation and lack of coordination of agricultural extension service actors. This fragmentation was worsened by the market-oriented neoliberal reforms in the late 1990s which significantly reduced the capacity of MAAIF and Local Governments to effectively coordinate service delivery. The diverse players involved in agricultural extension delivery operate largely independently of each other and in most cases their operations are unknown and unrecognized. Additionally, some of the extension service providers operate without harmonized standards, ethics and their messages are not frequently updated or sufficiently regulated.

As a result, research, extension, educational and farmer institutions that constitute an effective extension system are isolated from each other and do not coordinate their actions in problem identification and solving, which is essential for transformation of smallholder subsistence farmers into the desired commercial farmers. Furthermore, the reforms undertaken downsized MAAIF’s technical manpower and increased the ratio of extension staff to farmers to 1:5000 as of 2014 compared to the recommended ratio of 1:500. This reduced the capacity of service to disseminate relevant knowledge and information to farmers and other
value chain actors including the youth. Consequently, the extension system has been characterized by weak regulatory system, poor linkages of farmers and other actors to markets, processors and financial services, high cost of service delivery, institutionally weak farmer organizations, uncoordinated delivery approaches and low technological uptake.

1.5 Rationale for the policy

The policy has been designed to address the above problem and in so doing will contribute in solving the major challenges facing agriculture in Uganda today which include low production and productivity; high post-harvest losses and low value addition. Empirical studies by the National Agricultural Research Organization (NARO) have shown that farm yields are only 28% of yields at experimental stations. Regarding post-harvest losses, several studies estimate it to be between 20 and 30%. These challenges are largely attributed to the absence of effective and efficient agricultural extension service.

The International Institute of Tropical Agriculture (IITA) under the Policy Action for Sustainable Intensification of Cropping Systems (PASIC) project recently established that agricultural extension has the potential of increasing efficient use of inputs by more than 66%. Agricultural extension therefore provides the path way for dissemination of knowledge, technologies, agricultural information and linking farmers to the other actors in the economy. It is fundamentally, the critical change agent required for transformation of subsistence farming to modern and commercial agriculture.

This transformation does not only require more innovative approaches to enhance stakeholder competences and skills, but it is driven and depends on adequate information and knowledge delivery systems. Over the last two decades, Government has implemented several reforms targeting agricultural extension. However, studies have shown that inconsistency in implementation is caused by the absence of a coherent National Agricultural Extension Policy to guide action in the long term. For a revamped agricultural extension service to start on the right foundation, it
is crucial that a clear strategic direction is defined and a clear roadmap put in place to achieve its intended outcome. This is what the National Agricultural Extension Policy (NAEP) and the National Agricultural Extension Strategy (NAES) shall do.
2. THE NATIONAL AGRICULTURAL EXTENSION POLICY

2.1 Policy Context

NAEP is designed to contribute to the achievement of high level national and sector policy frameworks as well as to the United Nations’ Sustainable Development Goals. The Uganda Vision 2040 envisages a transformed Ugandan society from a peasant to a modern and prosperous country within 30 years. This transformation will be achieved, among others, through a modern and indigenous knowledge-based agriculture as reflected in the National Agricultural Policy whose vision is “a competitive, profitable and sustainable agricultural sector” that will be realized by “transforming the sector from subsistence farming to commercial agriculture”.

The overall development and growth of the sector as stated in the policy is anchored on three strategic thrusts: a) increasing production and productivity with a focus on selected strategic enterprises for each of the ten ecological zones in Uganda; b) strengthening capacity in technical areas of agriculture such as seeds, agrochemicals (including fertilizer), water for production, mechanization, etc.; and c) strengthening the capacity of government and non-governmental institutions in the sector to efficiently deliver productivity enhancing and regulatory services necessary for the sector’s growth. Agricultural extension is one of the services that will play a central role in realizing this transformation.

This role has also been recognized and emphasized in all periodic national and sector development plans over the last two decades including the current National Development Plan (NDP II) (2015 /2016 - 2019/2020) and the Agricultural Sector Strategic Plan (ASSP 2015-2020).
Consistently, emphasis has always been given to strengthening research and extension services, identifying and building key human resource capacity; technology adaptation at the farm level including modern irrigation technologies; up scaling the transfer and utilization of food-production and labour-saving technologies for women farmers; increasing access to and use of critical farm inputs; promoting sustainable land use and soil management; nutrition and increasing access to agricultural finance with specific attention to women. All these priorities require effectively functioning extension services to realize. NAEP has therefore been developed to provide long-term strategic direction for agricultural extension services in the country.

2.2 A New Strategic Direction for Extension Services

The new strategic direction is to transform extension from a system of parallel institutionally fragmented public and non-state actors to a well-coordinated, harmonized, regulated pluralistic service with multiple providers addressing diverse needs. The second dimension of the new direction is to address the extension needs along the entire value chain (as opposed to the previous focus on mainly primary production) and synergistic integration with other agricultural support services for optimum return on investment.

Vision statement

The vision of the National Agricultural Extension Policy is: “Prosperous farmers and other agricultural actors for socio-economic transformation and welfare of the population”

Mission statement

The mission of the policy is to: “promote application of appropriate information, knowledge, and technological innovations for commercialization of agriculture.”
Policy Goal

To establish and strengthen a sustainable farmer-centred agricultural extension system for increased productivity, household incomes and exports.

Policy Objectives

The main objectives of the National Agricultural Extension Policy are:

1. To establish a well-coordinated, harmonized pluralistic agricultural extension delivery system for increased efficiency and effectiveness.
2. To build institutional capacity for effective delivery of agricultural extension services.
3. To develop a sustainable mechanism for packaging and disseminating appropriate technologies to all categories of farmers and other beneficiaries in the agricultural sector.
4. To empower farmers and other value chain actors (including youth, women and other vulnerable groups) to effectively participate in agricultural extension processes and build their capacity to demand for services.

2.3 Guiding principles

The pursuit of the strategic direction, vision, mission, goal and the policy objectives will be guided by the following principles.

i) Pluralism: The provision of extension services will be carried out by well-coordinated multiple actors including public and non-state actors and will address the diverse needs of beneficiaries.

ii) Decentralization: Provision of agricultural extension shall continue to be a decentralized function in line with the Government’s decentralization policy.
iii) **Inclusiveness**: Extension will be provided to all categories of farmers (small, medium and large) and agricultural value chain actors.

iv) **Client-led**: The extension agenda will be guided by beneficiaries’ technological needs, demands and problems.

v) **Market oriented**: The extension services will be based on local, regional and international market demands.

vi) **Value chain approach**: Extension messages will cover all relevant segments of the commodity chains with the aim of adding value for the benefit of producers and other value chain actors.

vii) **Gender responsiveness**: In the provision of extension services gender based constraints, needs and opportunities will be identified and addressed in order to effectively realize the full potential of both women and men. Beneficiary targeting will be guided by the principles of gender equity and equality.

viii) **Financial Realism**: The systematic implementation of this policy will consider the available financial resources within the sector budget and set areas of priority.
**Objective 1:** To establish a well-coordinated, harmonized pluralistic agricultural extension delivery system for increased efficiency and effectiveness.

**Policy area 1.1:** Establishment of an effective organizational and institutional framework for pluralistic agricultural extension services

**Policy statement:** Government will establish an effective organizational structure for the public extension system and define how it will link and work with relevant non-state actors.

MAAIF will work with relevant ministries, local governments, farmer organizations, civil society networks, private sector umbrella organizations and other non-state actors to establish clear organizational structures and lines of authority for the pluralistic extension system.

**Strategies:**

a. MAAIF will review and update existing DAES, District, Sub-county and Agencies organizational structures to ensure adequate coverage at oversight, technical and implementation levels country-wide.

b. MAAIF will operationalize gender responsive operational procedures including decentralized planning guidelines, for the various functions of the DAES.

c. MAAIF and local governments will establish and maintain formalized functional linkages with NARO and other key actors in the agricultural extension system to facilitate coordination and collaboration.

d. MAAIF will develop and track implementation of standardized protocols among extension services actors/partners that define agreed upon roles, responsibilities and linkages.
Policy Area 1.2: Regulation and quality assurance of extension services

Policy statement: Government will establish systematic procedures for regulation of extension services provided by a range of service providers under the pluralistic extension system to ensure that farmers and other beneficiaries access quality services.

Strategies:

a. MAAIF will develop and enforce implementation of guidelines, a code of ethics and standards for extension service providers; knowledge, information and other extension products and processes in line with relevant regional and international standards.

b. MAAIF will establish mechanisms for registration and accreditation of extension service providers and practitioners.

Objective 2: To build institutional capacity for effective delivery of agricultural extension services.

Policy Area 2.1: Human Resource Management and Capacity Development

Policy Statement: Human Resources for Agricultural Extension shall be managed and developed to ensure efficient and effective delivery of services. Government will ensure that all implementing organizations have adequate human resources matching present and future demands in terms of numbers, knowledge, skill and experience, as well as their strategic deployment. Agricultural Training Institutions (ATIs) will be restructured and reconfigured to ensure that they produce highly skilled and relevant manpower for the agricultural sector. In order to retain highly qualified human resources and optimize their performance, MAAIF in conjunction with Ministry of Public Service and local governments will operationalize a personnel management system that ensures staff motivation, supervision, as well as facilitation and access to appropriate field operation requirements and logistics.
Strategies:

a. MAAIF will profile, recruit and retain a pool of highly motivated and appropriately qualified cadre of staff at national and local government levels in accordance with the approved structure.

b. MAAIF in partnership with local governments will operationalise the sanctions and reward system including setting performance standards, to motivate agricultural extension personnel to achieve the highest quality of service delivery;

c. MAAIF and Non State Actors shall design and implement regular in-service capacity building programs for extension service practitioners.

d. MAAIF will collaborate with academic institutions to periodically reorient the curriculum and delivery methods at universities, vocational institutes and agricultural training institutions to focus on the practical and strategic needs of the agricultural extension services.

e. MAAIF in collaboration with Ministry of Education, Science, Technology and Sports will support internship and other skilling programs at national and district levels for students of universities and other tertiary institutions in all agricultural disciplines.

Policy Area 2.2: Strengthen Agricultural Education and Training

Policy Statement: MAAIF will work with the Ministry of Public Service to restructure and reconfigure the different agricultural training institutions; and strengthen their linkages with the agricultural extension system for relevant manpower development.

Strategies:

a. Restructure Bukalasa Agricultural College, Veterinary and the Fisheries Training Institutes to support knowledge and skill flow in the agricultural extension system.
b. Re-introduce specialized skills training in agricultural mechanization and value addition as part of the restructuring agenda following the conversion of Busitema Agricultural Mechanization Institute into a University.

c. Invest in infrastructure development to facilitate increase in number of intake of students in order to build a critical mass of artisanal skills necessary for agricultural sector transformation.

d. Amend the Structure of MAAIF to integrate Agricultural training and ensure strong linkages with the respective technical departments for relevant skills development.

g. Develop strong internship and attachment programs for effective skills development.

Objective 3: To develop a sustainable mechanism for packaging and disseminating appropriate technologies to all categories of farmers and other beneficiaries in the agricultural sector

Policy Area 3.1: Technology Development, Packaging and Dissemination

Policy statement: MAAIF will work and collaborate with all relevant actors to develop, source, package and disseminate appropriate extension materials, and information targeted at all nodes of agricultural value chains (from production to consumption) through the pluralistic extension system.

Strategies:

a. MAAIF will develop standard operating procedures for development, sourcing, packaging, testing and dissemination of extension materials.

b. MAAIF will establish a formal working relationship with NARO and other research organizations/institutions to ensure participation of the extension services and farmers in identifying, testing and
evaluating technological solutions including indigenous knowledge.

c. MAAIF will establish technical content Validation Committees (suited to the diverse technical areas) managed by DAES and mandated to review and validate technical content and extension materials intended for delivery to beneficiaries. These committees will include members from MAAIF agencies, academic institutions, and other partners as appropriate.

d. MAAIF in partnership with local governments and non-state actors will develop, test, utilize, and promote approaches and methods (including e-extension) that are cost effective, suited to the respective technical content, ensure wide coverage, and timely access to all categories of beneficiaries (e.g. youth, women; small-scale and large scale commercial farmers; other value chain actors).

e. MAAIF will review global and regional market trends and develop appropriate extension content.

f. MAAIF shall document and validate innovations, best practices and proven appropriate technologies for promotion in the field as well as guiding the development of national standards.

g. MAAIF in collaboration with Ministry of water shall promote the integration of technical services and other software activities under irrigated agriculture, livestock watering, farm power and machinery, farm planning systems, soil and water management and drainage, postharvest handling, agro-food processing into field extension services.

h. MAAIF in partnership with MDAs, climate change units, local governments and non-state actors shall develop, package, and disseminate climate change adaptation and mitigation
technologies, agricultural risk management and information to ensure resilient and sustainable cropping, animal and fisheries systems.

**Policy Area 3.2: Agribusiness Development Services and Market Linkages**

**Policy statement:** Government shall adopt a market oriented agricultural extension services approach that promotes commercialization of Agriculture. Farmers and other value chain actors shall be supported to access agribusiness services, markets, and other services to enable them make profitable agricultural investments.

**Strategies:**

a. MAAIF will strengthen agribusiness services to ensure farmers and other value chain actors make informed investment decisions.

b. MAAIF will establish a system for linking farmers and other value chain actors to support services including input suppliers, markets outlets, aggregators (local, regional, international) and financial services.

c. Establish a system for collecting, regular updating and sharing of profitability, gross margins and cost-benefit analyses of priority enterprises.

d. MAAIF will support specialized extension services for development of priority strategic commodity value chains.

e. MAAIF in collaboration with local governments and NSAs will support successful farmers and private organizations to develop into hubs for farmer training and innovation sharing through public private partnerships.
f. MAAIF will promote demonstrations/incubation centres for product development, value addition and agro processing.

**Policy Area 3.3: Agricultural Knowledge Management and Information System**

**Policy statement:** Government will establish a knowledge based management and information system that will facilitate agricultural extension service delivery.

**Strategies:**

a. MAAIF will establish a decentralized one-stop-centre for agriculture extension knowledge and information that is comprehensive and meets the needs of the users. The centre will be serviced by an integrated national backend ICT enabled knowledge and information systems for agriculture.

b. DAES will establish an integrated and dynamic system for the sub-sector statistics in collaboration with other actors to improve access and use of information generated.

c. MAAIF will promote the sharing of agricultural knowledge and information through value added information products in print, electronic and web mode for all categories of users including beneficiaries and service providers. The system will also have an in-built mechanism for soliciting feedback from users.

d. Build the capacity of MAAIF and other actors in agricultural knowledge management and communication.
**Objective 4:** To empower farmers and other value chain actors (including youth, women and other vulnerable groups) to effectively participate and benefit equitably from agricultural extension processes and demand for services

**Policy area 4.1:** Farmer organizations and empowerment

**Policy statement:** Government will build the capacity of farmers’ institutions to effectively participate and benefit from agricultural extension services. To realize farmer empowerment, the thrust of this policy is to mobilise farmers into viable institutions, equip them with requisite skill and link them to appropriate support services.

**Strategies:**

a. MAAIF will support strengthening of farmer organizations.

b. MAAIF, local governments and NSAs will provide targeted support and guidance to promote good governance in farmers’ collective actions and groups such as associations and cooperatives.

c. MAAIF, local governments and NSAs will support development of the capacity of farmers and other value chain actors in production, agribusiness skills, value addition and post-harvest management through systematic training programs.

d. MAAIF, local governments and NSAs will support the transformation of farmers’ organizations into farmer owned commercial entities well integrated into value chains for better markets linkages (at local, regional, and international levels), and access to other support services.

e. MAAIF will build the capacity of farmers to be able to demand for agricultural programmes and services.
Policy area 4.2: Targeting youth, gender and other vulnerable groups

Policy statement: Government shall take measures to attract and support youth, women and other vulnerable groups to access extension services by deliberately addressing constraints that have limited their effective participation and equitably benefiting from them.

Strategies:

a. MAAIF, local governments and NSAs will promote effective youth involvement in agricultural extension through targeted affirmative actions, capacity building and linkage to service providers.

b. MAAIF will develop operational guidelines, procedures and M&E of the extension system on gender responsiveness.

c. MAAIF will prioritize capacity development for gender responsive extension for all staff at national and local government levels as well as NSA.

d. MAAIF will target men, women and vulnerable groups identified from time to time through affirmative actions, and guide NSA to reach out to under-served areas.
4. CROSS-CUTTING ISSUES

Under NAEP, MAAIF shall address key cross cutting issues that have hindered progress in agricultural transformation by:

1. Integrating climate change and environmental management into extension services through incorporating appropriate content for adaptation and mitigation.

2. Targeting HIV/AIDS affected persons and households to ensure they benefit from agricultural extension and other services.

3. Mainstreaming and targeting gender, women, youth and vulnerable groups to enhance their benefits from and contribution to the agricultural sector and the general economy.

4. Including food and nutrition security issues into agricultural extension content to ensure production and consumption of foods that contribute to a healthy population.

5. Incorporating Family life education into extension curriculum to ensure harmonious family relationships and reduction in gender-based violence.

6. Promoting effective land utilization in order to maintain land holdings at viable sizes and discourage land fragmentation.

7. Managing perceptions buttressed in culture, religion and other traditions for positive contribution to uptake of modern farming practices. These issues will be addressed by incorporating them in technical content for extension system to deliver; and also through standalone policy areas such as policy area 4.2 which will tackle inclusion of youth, gender and other vulnerable groups.
5. IMPLEMENTATION ARRANGEMENTS AND LEGAL FRAMEWORK

5.1 Implementation Arrangements

The implementation of NAEP at national and local government levels shall be managed and coordinated by the Ministry of Agriculture, Animal Industry and Fisheries. The roles and responsibilities of the various actors in the implementation of the policy are summarized in the following table.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Roles and Responsibilities</th>
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</thead>
</table>
| Ministry of Agriculture, Animal Industry and Fisheries | • Provide overall policy guidance  
• Establish and maintain an effective knowledge management, ICT, MIS to ensure Information gathering, packaging, storage and dissemination  
• Promote and coordinate the delivery of complementary services such as supply and quality assurance of inputs. |
| Directorate of Agricultural Extension Services (DAES)  | • Overall Coordination of agricultural extension service  
• Undertake capacity building programmes at all levels  
• Set standards for service delivery  
• Regulation and quality assurance of extension service providers  
• Monitoring and Evaluation of agricultural extension services  
• Promotion of Agribusiness and Enterprise Development  
• Support local governments in planning and budgeting for extension services |
<table>
<thead>
<tr>
<th>Institution</th>
<th>Roles and Responsibilities</th>
</tr>
</thead>
</table>
| MAAIF Technical Directorates and Agencies             | • Develop and package technical content in collaboration with DAES  
• Provide technical support and backstopping of local governments and NSAs  
• Development of commodity value chains and define relevant extension requirements  
• Participate in capacity building programs  
• Regulation and quality assurance of input supplies  
• Support planning and budgeting for agricultural extension services  
• Participate in Monitoring and Evaluation of extension services |
| Ministry of Trade, Industry and Cooperatives (MTIC)    | • Issue guidelines for harmonizing Public-Private Partnerships for promoting private sector investments in the agricultural sector  
• Provide technical support in development of agricultural cooperative societies  
• Promote marketing of agricultural products  
• Provide market information and identification of new markets for agriculture products.  
• Support agricultural industrial development.                                                                                      |
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<tr>
<th>Institution</th>
<th>Roles and Responsibilities</th>
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</thead>
<tbody>
<tr>
<td>Ministry of Finance, Planning and Economic Development</td>
<td>• Mobilization and provision of financial resources for agricultural extension services&lt;br&gt;• Monitoring and Evaluation of the agricultural sector performance&lt;br&gt;• Guide the collection and collating of agricultural Statistics through Uganda Bureau of Statistics (UBOS)&lt;br&gt;• Identify and promote investment opportunities through Uganda Investment Authority&lt;br&gt;• Provide enabling environment for acquisition and provision of agricultural credits</td>
</tr>
<tr>
<td>Ministry of Local Government</td>
<td>• Administration and coordination of District Local Governments&lt;br&gt;• Monitoring performance of District Local Governments&lt;br&gt;• Policy and Advocacy support for District Local Governments&lt;br&gt;• Supervision of District Local Government Activities</td>
</tr>
<tr>
<td>Ministry of Information, communication &amp; Technology</td>
<td>• Provide policy oversight on ICTs&lt;br&gt;• Promote use of transferable and appropriate information technologies&lt;br&gt;• Contribute to the strengthening and setting up of information laboratories</td>
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<tr>
<td>Institution</td>
<td>Roles and Responsibilities</td>
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</table>
| Ministry of Water and Environment (MWE)         | • Provision of off-farm water related services  
• Guidelines on environmental issues  
• Provide climate change/metrological information services |
| Ministry of Gender, Labour and Social Development (MGLSD) | • Provide policy oversight on women, men and youth  
• Mobilization and sensitization of gender and youth  
• Community mobilization for uptake of extension services  
• Participation in farmer group formation and sustainability  
• Mainstreaming gender and youth issues in extension programs |
| Ministry of Education and Sports (MoES)         | • Curriculum development  
• Training and development of agricultural extension service providers  
• Review and develop relevant curricular to suit current extension demands  
• Accredit training courses and private training institutions |
| Ministry of Health                               | • Provide Nutrition information for extension services  
• Provide information on food safety and standards at household level  
• Develop and package information on zoonotic diseases  
• Provide Animal Drugs regulation services |
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<tr>
<th>Institution</th>
<th>Roles and Responsibilities</th>
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</table>
| Academic (Universities, Colleges and training institutions) | - Curriculum development for agricultural extension  
- Training and development of agricultural extension service providers  
- Participate in certification of service providers  
- Offer specialized training for professionals and para professionals  
- Partner with MAAIF to develop appropriate and practical internship programs  
- Provide research services for agricultural extension programs |
| Research institutions | - Generation of research priorities in consultation with farmers, extension agents and other stakeholders  
- Formulate and implement research projects and programs  
- Participate in setting and reviewing the policy document  
- Provide technical support and training of stakeholders  
- Establish mother gardens  
- Promote adaptation and use of appropriate technologies |
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<tr>
<th>Institution</th>
<th>Roles and Responsibilities</th>
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| District local Government (DLG)  | • Implementation of agricultural extension services  
                                 • Supervise the delivery of agricultural extension services up to farm level Provide technical backstopping to Sub-counties and NSAs  
                                 • Monitoring and Evaluation  
                                 • Capacity building of lower local governments and NSAs  
                                 • Planning and budgeting for agricultural extension  
                                 • Provide local market information and identify market opportunities for produce  
                                 • Collate agricultural statistics from sub- counties.                                                                                                                  |
| Sub County Local Government      | • Training of farmers and farmer groups in institutional development  
                                 • Planning and priority setting for agricultural enterprises and technologies  
                                 • Provide extension services along the value chains through demonstrations,  
                                 • Carry out visits, field days competitions and shows  
                                 • Supervise and build capacity of community based service providers  
                                 • Monitoring, Evaluation and reporting  
                                 • Collect agricultural statistics  
                                 • Link farmers to other service providers  
                                 • Facilitate knowledge sharing through Multi-Stakeholder Platforms  
                                 • Participate in adaptive research activities  
                                 • Provide technical backup for multiplication of technologies  
                                 • Implement broader agricultural services                                                                                                                                  |
<table>
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<tr>
<th>Institution</th>
<th>Roles and Responsibilities</th>
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<tr>
<td>Non-State Actors (NGOs, CSOs, PSO)</td>
<td>• Policy advocacy for extension services at all levels</td>
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<td></td>
<td>• Resource mobilization for agricultural extension services</td>
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<td></td>
<td>• Private extension service provision</td>
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<td></td>
<td>• Supply of quality agricultural inputs</td>
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<td></td>
<td>• Support post-harvest handling, storage, value addition and processing</td>
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<td></td>
<td>• Provide services in transport, trade and marketing</td>
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<td></td>
<td>• Mobilize farmers into groups</td>
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<td></td>
<td>• Sensitization and training of farmers</td>
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<td></td>
<td>• Support vulnerable groups</td>
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<td></td>
<td>• Support capacity building in extension services</td>
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<tr>
<td></td>
<td>• Promote delivery of quality services</td>
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<tr>
<td>Development Partners</td>
<td>• Provide policy and advocacy support for extension</td>
</tr>
<tr>
<td></td>
<td>• Provide technical Assistance to agricultural extension</td>
</tr>
<tr>
<td></td>
<td>• Mobilize financial resources for agricultural Extension</td>
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<tr>
<td>Institution</td>
<td>Roles and Responsibilities</td>
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<td>----------------------------------------------------------------------------</td>
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<tr>
<td>Farmers/ Farmers Organizations and other value chain actors</td>
<td>- Uptake of agricultural technologies to improve production and productivity</td>
</tr>
<tr>
<td></td>
<td>- Farmer to farmer extension services</td>
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<td></td>
<td>- Multiplication of seeds, planting materials and stocks</td>
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<td></td>
<td>- Mobilization of farmers and resources</td>
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<td></td>
<td>- Farmer institutional development</td>
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<td></td>
<td>- Facilitate community based support services for agricultural extension</td>
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<td></td>
<td>- Self-regulation and quality assurance of services</td>
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<td></td>
<td>- Monitoring and Evaluation</td>
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<tr>
<td></td>
<td>- Record keeping and provision of agricultural statistics</td>
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<td></td>
<td>- Innovations using indigenous knowledge</td>
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<td></td>
<td>- Engage in policy dialogue and facilitating business</td>
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<td></td>
<td>- Provide extension at their respective segments of the value chains</td>
</tr>
</tbody>
</table>
5.2 Legal framework

To implement the National Agricultural Extension Policy, the following changes are required in the existing legal framework:

a. Review of the NAADS Act (2001) to reorient it functions to provision of quality production and value addition inputs and equipment at farm and other nodes of the value chain.

b. Enact a new law (National Agricultural Extension Act) to support the implementation of NAEP.

c. Develop statutory instruments for regulation of agricultural extension service providers

d. Review the Universities and Tertiary Institutions Act 2001 to formalize the return of agricultural training institutions to MAAIF.

5.3 Funding of the Agricultural Extension Policy

A planning, budgeting and funding process exist as guided by The Public Finance Management Act of 2015. This will be complied with and strengthened to harness, coordinate and consolidate resources from both the public and NSAs for agricultural extension. MAAIF will implement integrated planning and budgeting for the entire extension system. It will also justify and mobilize funding for both the public and NSAs. MAAIF will work with other ministries that implement agricultural activities to identify, harmonize and coordinate the deployment of financial resources for agricultural extension in order to avoid and/or reduce duplications and efficiently use the available resources. A deliberate effort will be made to promote the contribution of the private sector to the funding of agriculture extension as a public good.
6. MONITORING SYSTEM AND POLICY REVIEW CYCLES

The monitoring and evaluation of extension service delivery and performance will be undertaken as part of the already established agriculture sector Monitoring and Evaluation (M&E) framework and M&E strategy, which feeds into the National M&E framework and policy coordination under the Office of the Prime Minister.

To facilitate this linkage, a comprehensive monitoring and evaluation plan has been developed as part of the National Agricultural Extension Strategy. Through the plan, an M&E sub-system will be designed and operationalized to systematically monitor the performance of the pluralistic extension system, evaluate its impacts at national, district and sub-county levels, with in-built mechanisms for feedback to actors and appropriately packaged information products to improve performance. The extension M&E sub-system will be supported by a strong statistics services in the centralized MAAIF data centre. It will also identify relevant indicators for each policy area and implementation level and specify data collection, analysis and reporting with provisions for baselines, participatory process evaluation, and independent external impact assessments. Randomized control trials on good practices will be regularly conducted to inform learning and adaptation.

The M&E sub-system will ensure that extension personnel in local governments and NSAs are accountable to MAAIF as well as beneficiaries. It will measure performance of the system against set targets and standards, beneficiary satisfaction, and return on investment. The information collected through the M&E sub-system will inform the periodic evaluation and reformulation of the NAES as well as the review of the policy document every ten (10) years in line with the national planning cycle.
7. COMMUNICATION STRATEGY

The range of stakeholders that will be involved in the National Agricultural Extension system are extensive. To ensure effective implementation of the Policy, communication between and amongst the stakeholders will be paramount through sharing information, knowledge, interactions, networking and providing feedback.

As part of implementing the Ministry’s Communication Strategy, key audiences in the extension services will be targeted with key messages through various channels of communication. The starting point will be the dissemination of the Policy and Strategy. Upon approval, the Policy and Strategy will be published, launched and disseminated at national, regional and district levels. Popular versions in major local languages will also be produced. Use of modern communication electronic communication channels will be maximized. The goal of the communication strategy is to create awareness about the Policy and Strategy, trigger participation, enhance stakeholders’ engagement and spur action.