

National Workshop on Capacity Needs Assessment of Extension and Advisory Service Providers in Bangladesh

27-28 February 2016
Manikganj, Bangladesh



Self Introduction (1 minute)



- Name
- Organisation
- Role played by your organisation in EAS sector in Bangladesh
- Purpose of your EAS intervention

Introduction to the Workshop

Rasheed Sulaiman V

Why this workshop?

- Globally, agricultural sector is evolving rapidly and farmers face several new challenges
- Extension and Advisory Services (EAS) have to support producers to deal with these challenges
- But EAS needs new capacities to support farmers effectively



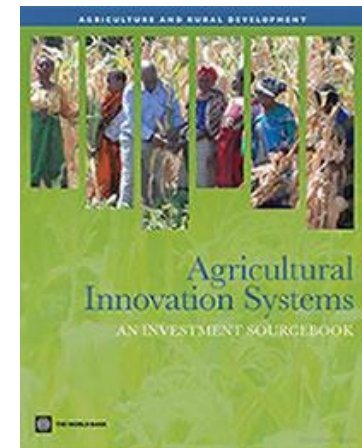
Why this workshop?

- Capacity Development of EAS is emerging as a priority everywhere
- *But to organise appropriate capacity development programmes, we need to undertake a systematic assessment of capacity needs.*
- **How are we going assess capacity needs in EAS?**



EAS today

- It recognizes
 - the **diversity of actors** in EAS provision (public, private, civil society);
 - much **broadened support to rural communities** (beyond technology and information sharing) including advice related to **farm, organizational and business management**; and **others** (facilitation and brokerage in rural development and value chains).



Why EAS?

- Initial years...



- Disseminate new information and technologies generated by research to farmers to increase farm productivity
- Training, demonstrations, mass media

EAS : What is new?

- New Challenges
- New Tasks
- New Actors
- New understanding
 - Communication
 - Innovation
- New Capacities



**The “New Extensionist”:
Roles, Strategies, and Capacities
to Strengthen Extension
and Advisory Services**

Global Forum for Rural Advisory Services
November 2012

New Challenges : Beyond Increasing productivity

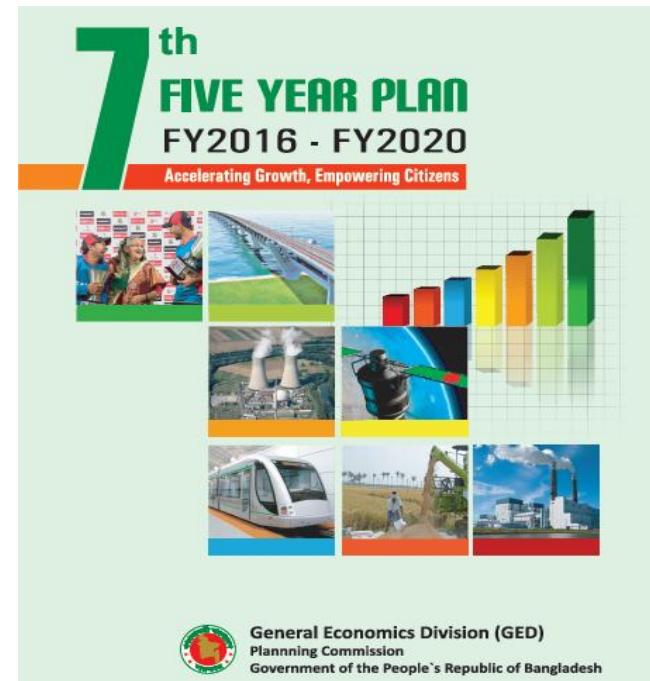
- Sustainability (water, soil)
- **Climate change-need to adapt**
- Markets-access and prices; increasing corporate control on inputs and retailing food
- **New standards and regulations-changing consumer preferences and concerns on food safety**
- Increasing women's participation in agriculture-need for gender sensitive extension approaches
- **Attracting Youth**
- Small farms-poverty and nutrition



Bangladesh-Key Challenges in Agriculture

GoB (Dec, 2015)

- The fast shrinking and deteriorating natural resources like land, water, biodiversity and changing climate are threatening sustainability of food and nutritional security.
- Yield and knowledge gaps exist (also technology gaps too)
- Water use efficiency at farm level is poor.
- Average post-harvest loss is around 15-20%.
- To be competitive in the world market, Good Agricultural Practices (GAP) and Sanitary and Phyto-Sanitary (SPS) measures will also have to be popularized and promoted.



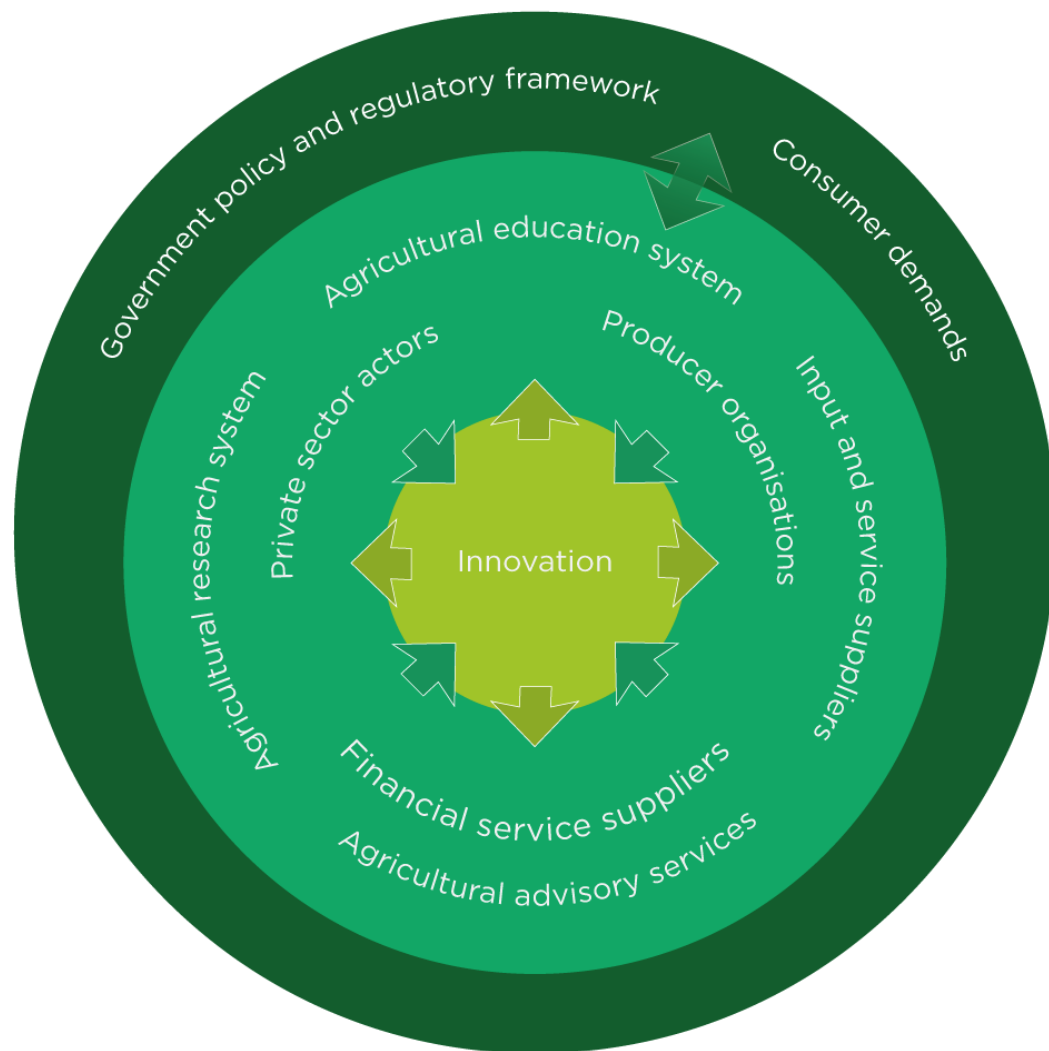
New Tasks : Beyond transfer of technology



- Organising producers and assist them in accessing different services
- Facilitate access to credit, inputs and output services
- Mediating conflicts
- Advocacy for policy changes
- Convening innovation platforms
- Networking and partnership building

Extension today

- Strengthening technical, organisational & managerial skills
- Connecting role between
 - rural communities,
 - markets,
 - research,
 - education and
 - several other actors in the AIS



New actors: Beyond public sector

- Private sector
 - Input firms,
 - agri-business
 - Consultants
 - Financial institutions
- NGOs
 - National
 - International
- Producer Organisations
 - Interest groups/self-help
 - Co-operatives
- ICT Based Organisations
- Media



New Capacities: at different levels

- Individual
- Organizational
- Systems/Enabling environment

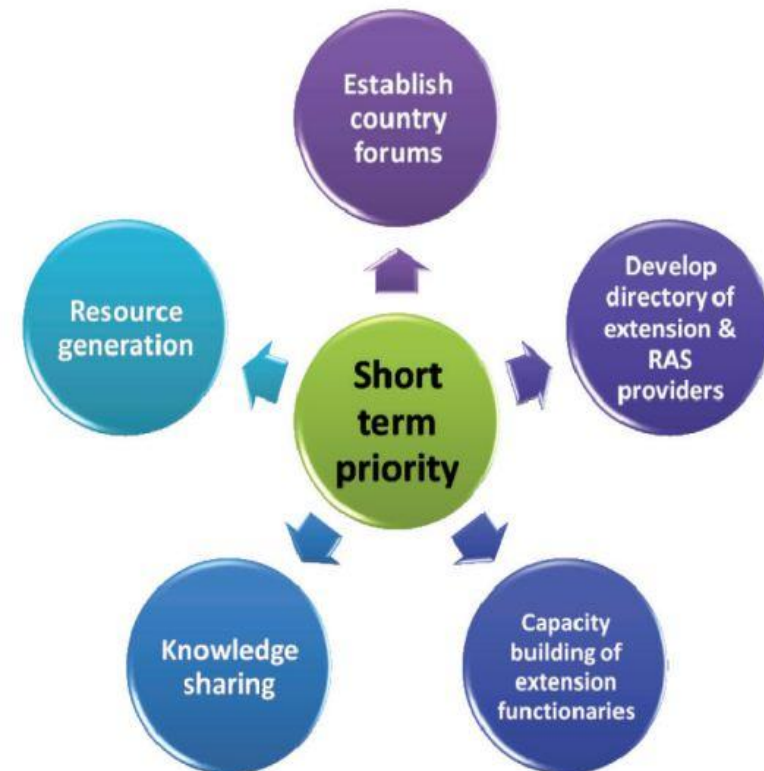


The “New Extensionist”: Roles, Strategies, and Capacities to Strengthen Extension and Advisory Services

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Global, regional and national interest capacity development

- GFRAS Consortium on *Extension Education and Training* – **Core competencies**; Development of New modules; Certification; Use of Distance Education
- First meeting of AESA Network (Kathmandu, Jan 2014) -identified **CAPACITY DEVELOPMENT** as the short term priority for AESA in South Asia



National Agricultural Extension Policy (Bangladesh) 2012 (Draft)

Concerted efforts to develop knowledge, skills and mental conditioning of the extension officers and specialists in additional areas of

**facilitation skills,
farmer institution building,
supply chain development etc.**

would be a priority for maintaining staff motivation and effective performance.

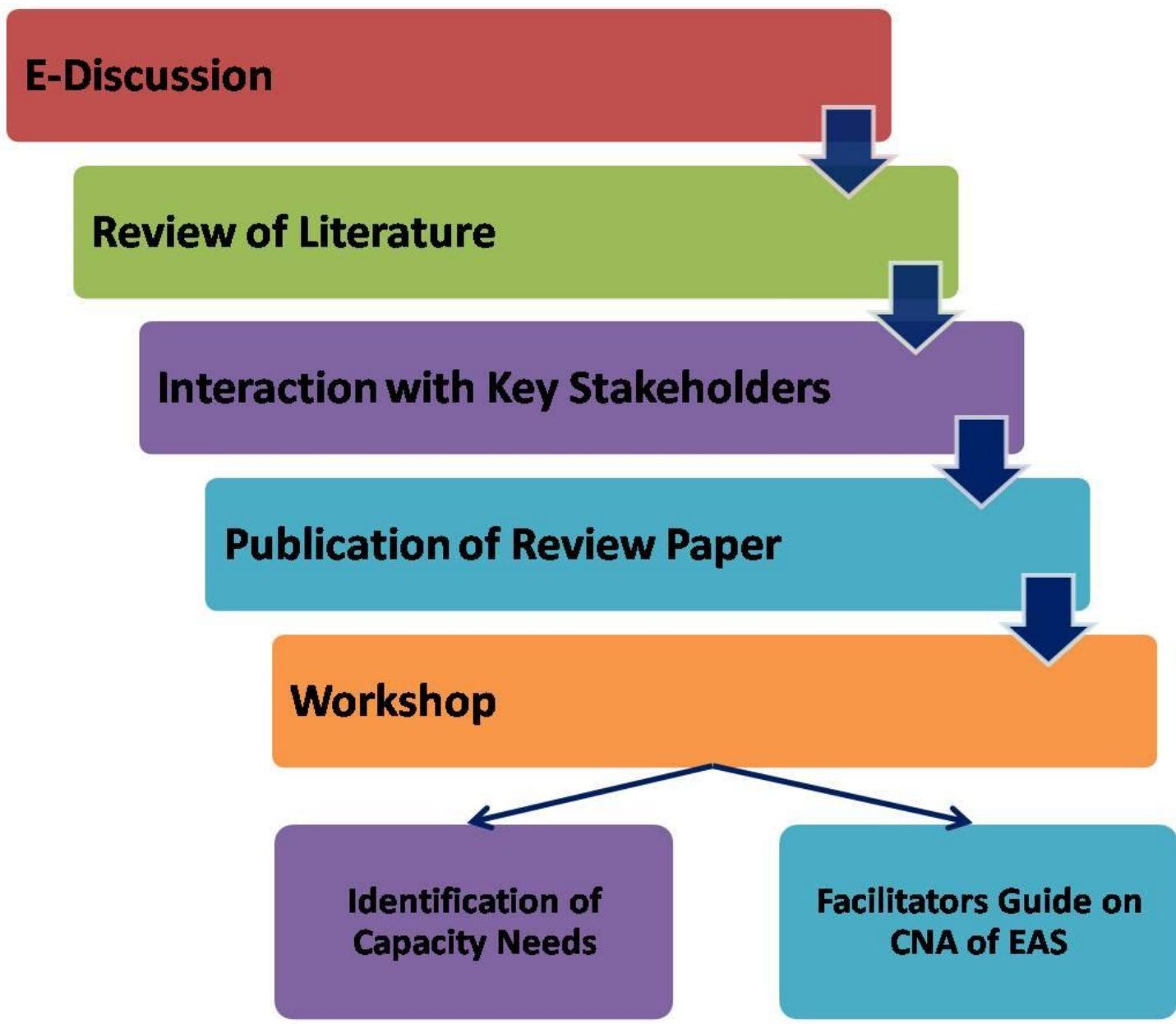


Agriculture Sector Development Strategy:

Background Paper for preparation of 7th Five Year Plan (Planning Commission, GoB)

- **Updating** knowledge base of the extension service providers **is very important task to be addressed.**
- **Appropriate design of training approaches involving relevant research institutes for the huge grass root workers (SAAO) will bring valued changes in the rural knowledge environment.**
- **Creating provision for in-country higher studies for extension agency staff is one way to improve the technical quality of extension work, while also linking extension to the education system.**





Objectives

- Identify capacity gaps among EAS providers at different levels
- Finalise a methodology for undertaking capacity needs assessment



Approach to the workshop

- Few brief presentations to introduce topics and share specific experiences
- More time for interactions and knowledge exchange within small groups
- Plenary for sharing group outputs and reflections



Thanks

Q & A

Group Photo and Tea



Vision Mapping

- Functional Assessment -1

Rationale:

Before we explore new functions and new capacities,

we should assess the **current functions** being performed by different organisations engaged in EAS provision

Functional Assessment-Part 1

- **Approach:** Card Exercise
- Each participant put the name of the organisation on top of the first card (**PINK** Card) and then write the 3 main functions they perform in their organisation to support EAS provision (1 card per function in the **BLUE** cards)
- Facilitator organises the cards on the board according to the different functions.

Organisation

F1

F2

F3

EAS- New Challenges & New Functions



New Challenges : Beyond Increasing productivity

- Sustainability (water, soil)
- **Climate change-need to adapt**
- Markets-access and prices; increasing corporate control on inputs and retailing food
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- Increasing women's participation in agriculture-need for gender sensitive extension approaches
- **Attracting Youth**
- Small farms-poverty and nutrition



Bangladesh Agriculture-Vision

“Emphasis is now on the way to transform semi commercial agriculture into a commercial activity for which more private investment, process changes, more market and credit accessibility backed by appropriate policy support will be needed”

(GoB, 2015)



Diverse players in EAS provision in Bangladesh

- DAE
- DoLS
- DoF
- BADC
- BMDA
- CDB
- SRDI
- DAM
- AIS
- OFRD (BARI)
- ARD (BRRI)
- Training, Planning & technology testing division of BLRI
- BAU-Extension Centre
- Outreach Programm (SAU)
- PKSF (Palli Karma Sahayak Foundation) Small Farmers Development Foundation (SFDF)
- Department of Youth Development
- NGO- CARE, CARITAS, IDE, BRAC, Helvetas, Proshika, RDRS
- Private Sector- Syngenta, ACI, Lalteer
- ICT call centres/helplines
D-Net, BIID
- *Source (Sekender Ali, 2016- draft)*

Farmer Organisations in Bangladesh

- 198,114 FOs of various types were identified.
- 81% formed with support from government agencies,
- 14 % from national NGOs, 5% from international NGOs,
- less than 0.01 percent – only 12 organizations – were formed autonomously.
- Just over 2 percent of FOs are federated at any level.

(Source: FAO 2014)



Farmers' Organizations
in Bangladesh: A
Mapping and Capacity
Assessment

Bangladesh Integrated
Agricultural Productivity
Project Technical
Assistance Component

AESA Face to Face Interview

(Aug 2014) Dr M Abul Kashem (BAU)

- **“The extension service providers (in the public and NGO sector) have not been able to satisfactory address the information and knowledge needs of the small and marginal farmers”.**
- In addition, farmers are often exploited by input dealers and manufacturers who sell spurious seeds and adulterated fertilizers and pesticides.
- Marketing of agricultural produce is a major issue in Bangladesh. In the case of horticultural produce such as mangoes, jackfruit and pineapple, the farmers are always uncertain on the price they may receive during the season.

aesa

August 2014



The extension professionals need more practical, need-based training to address the emerging challenges faced by farmers. Partnership and collaborations with extension professionals in South Asian countries can help in this endeavor.

FACE TO FACE

Dr. M. Abul Kashem
Professor

Department of Agricultural Extension Education
Bangladesh Agricultural University, Mymensingh

Dr M Abul Kashem is a Professor of Agricultural Extension in Bangladesh. He is also the President of the Bangladesh Agricultural Extension Society. He spoke to AESA recently on the current challenges in extension delivery in Bangladesh.

What are the major challenges in extension provision in Bangladesh?

The majority of farmers in Bangladesh have very small farm holdings. About 38% of farm holdings are marginal (less than 0.49) and about 50% farm holdings are small (0.50 to 2.49 acres). These small, marginal and other resource-poor farmers must have adequate access to locally relevant information and advice so that they could take appropriate decisions considering all possible options. This type of support is quite often not available. Agricultural research very often ignores many limitations of the small, marginal and resource poor farmers, such as, unsuitable lands, limited access to quality inputs and credit). Further, farmers' are increasingly demanding

salt tolerant, flood and disease resistant crop varieties which are yet to be developed by the research institutes under the NARS (National Agricultural Research System).

The extension service providers (in the public and NGO sector) have not been able to satisfactory address the information and knowledge needs of the small and marginal farmers. In addition, farmers are often exploited by input dealers and manufacturers who sell spurious seeds and adulterated fertilizers and pesticides. Marketing of agricultural produce is a major issue in Bangladesh. In the case of horticultural produce such as mangoes, jackfruit and pineapple, the farmers are always uncertain on the price they may receive during the season. Farm mechanization, especially the use of two wheel tractors has increased satisfactorily during the last two decades. However this has also increased the need for capital, which the small farmers are finding difficult to mobilize.

Debates relating to the agricultural extension system in Bangladesh have revealed the following drawbacks:

Limited coordination and integration among extension agencies due to separate administrative procedures

Limited holistic approach due to department-wise individual implementation approach at grass root level

Extension-research-farmer linkages still limited

Technologies take a lots of time to develop and release



Source: PPT (Nurul Islam, DAE; Gujjar Hossian, DOF) and Basanti Rani Saha, DLS) 2014

NAEP (National Agricultural Extension Policy) 2012

Key components:

- (1) Coordinated and Integrated Umbrella for Extension
- (2) Inclusive Farmer Organizations at Village and Higher Levels
- (3) Strengthening the One Stop Service Centre (FIAC)
- (4) Fortifying Information with Supply Chain Development
- (5) Ensuring Food Safety
- (6) Innovative Improvements for e-agriculture
- (7) Demand Responsive Research-Extension Farmer linkages
- (8) Newer Technology for Sharper Focus on Hot Spots
- (9) Strategic Communication & Policy Governance
- (10) Promoting Urban Agriculture
- (11) Mainstreaming Disaster Preparedness and Adaptation to Climate Change
- (12) Specialized Extension Services for Climatically Distressed Areas
- (13) Strengthening “Public-Private-Partnership (PPP)”



National Agricultural Extension Policy (Bangladesh) 2012 (Draft)

Concerted efforts to develop knowledge, skills and mental conditioning of the extension officers and specialists in additional areas of **facilitation skills, farmer institution building, supply chain development etc.** would be a priority for maintaining staff motivation and effective performance.



Committees/Coordination

“Technology transfer/dissemination activities **need to be strengthened** by revitalizing :

the District Technical Committee (**DTC**),
Regional Technical Committee (**RTC**), Agricultural Technical Committee (**ATC**) &
National Agricultural Technical Coordination Committee (**NATCC**) and operationalizing these committees”

Source: GoB, Planning Commission (2015)







Group Discussion:

What new functions have to be performed by EAS providers?

Introduction to the New Extensionist

gfrs global forum for rural advisory services
forum mondial pour le conseil rural
foro global para los servicios de asesoría rural



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Global Forum for Rural Advisory Services
November 2012

New Capacities: at different levels

Individual : technical + social process skills needed

:Organizational Capacities to put in place:

- systems & procedures to manage human & financial resources
- institutions to facilitate partnerships & learning
- frameworks to deal with institutional, legal, & regulatory issues

Systems/Enabling environment : capacities for interaction, learning, & adaptation

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New Capacities at different levels

1. Individual

1. Technical

Knowledge on new technologies/practices/ Standards/Regulations

2. Functional

- Community mobilisation
- Farmer organisation development,
- Coaching,
- Mediation
- Leadership
- Problem solving
- Partnership building
- Reflective learning
- Brokering

- **Generalists and Specialists**
- **All these won't be found in one single individual/ organisation and so partnering is important**
- **Targeting capacity development to nature of the task**

New Capacities at different levels

2. Organisational

- Institutions that enable sharing, interacting, learning
- Strategic Management Functions
- Structures & Relationships,
- Processes, Systems and procedures
- Values, Incentives/Rewards
- Human and Financial Resource
- Infrastructure

New Capacities at different levels

3. Enabling Environment

- Macro economic policies, incentives to increase production
- Political commitment to agricultural development
- Availability of policy framework (NAEP in Bangladesh)
- Capacity of policy making bodies to adapt policies based on learning
- Capacity and willingness of other actors to share resources and engage in joint action
- Institutions that facilitate collaboration
- Availability and access to inputs

Presentation

Introduction to Capacity Development & Capacity Needs Assessment

Nimisha Mittal

Capacity Needs Assessment at the Individual Level

Card Exercise

Assessing existing capacities at the individual level

3 cards (different colours) provided to each participant (one for each level)

List out **existing capacities** of extension staff in your organisation at

- *field level,*
- *middle management level and*
- *senior management level*

Group Exercise

Assessing new capacities at the individual level

From where are we to where we should be going?

Having assessed the existing capacities, the participants reflect on the **new capacities that are required** or **some of the existing capacities that needs to be strengthened** at the same levels (field, middle management, senior management) in EAS (irrespective of organisational affiliation)

Next Presentation

Experience Sharing:

Thanks

- Emphasis is now on the way to transform semi commercial agriculture into a commercial activity for which more private investment, process changes, more market and credit accessibility backed by appropriate policy support will be needed.

- New technology generation for vulnerable areas e.g. stress tolerant varieties and management practices, quality improvement of major crop varieties, pest and disease management, resource conservation, value addition and post-harvest management,

7th Plan Policies and Strategies for the

Crop Sub-sector page 273

- Agricultural Extension: Transfer of technologies and diversification and intensification of crop production programme through appropriate extension services are of crucial importance. The extension services must be able to render required technical advice and management support at the appropriate time and place. Currently, the extension service draws its strength from research findings as well as from farmer's innovation. On the one hand, it acquires up-to-date findings from research and transfers them to the farmers, and on the other hand, it brings feedback in the shape of farmers' problems to the concern of researchers for possible solution and again takes back the results to the farmers for their field adoption. For effective research-extension-farmer linkage, the New Agricultural Extension Policy (NAEP) established the Regional Technical Committee (RTC) and District Technical Committee (DTC) which have been replaced by 18 Agricultural Technical Committees (ATC), each covering 2-6 districts in similar Agro Ecological Zone (AEZ). The composition of National Technical Co-ordination Committee (NTCC) has been amended to include representatives from NGOs and farming community. The following priority strategy will be adopted for extension services: 274 ☐ Strengthening research-extension-farm linkages; ☐ Expansion of small scale irrigation technology and surface water for irrigation; ☐ Different salinity tolerant Boro and other stress tolerant varieties of rice should be extended; ☐ To extend Boro rice cultivation in the Southern region, a new agricultural extension strategy will have to be pursued; ☐ Popularization of salt tolerant variety in the coastal region; ☐ Diversification to high value crops, i.e. cotton crops in Barind area, Hilly areas, southern coastal region and char land areas with appropriate extension strategy as cotton varieties are highly drought and salt tolerant. ☐ Ensuring quality of seed, pesticide and fertilizer through proper monitoring; ☐ Improving extension services, through qualitative demonstration, field days, and agricultural exhibition; ☐ Strengthening field level activities through delegation of authority from headquarters to field level; ☐ Marginal and small farmers will receive priority attention; ☐ Development and promotion of environmentally sound farming practices; ☐ Promote mechanization of farming operations; ☐ Promote community seed production, storage and distribution; ☐ Promotion of Rice Yield Gap Minimization (RYMG) techniques; ☐ Promotion of green growth agriculture by intensifying IPM, IDM, ICM, AWD and organic farming; ☐ Promotion of value chain and efficient marketing system ☐ Strengthening human resources development programme of extension agencies through higher education, training and exposure visit; ☐ Strengthening MIS (ICT) based knowledge management system and e-agriculture; ☐ Establishing more Agriculture Information and Communication Centre (AICC) at village level; ☐ Establishing more Farmer's Information and Advisory Centre (FIAC) at union level; ☐ Promote business development initiative in agriculture; ☐ Continuing price support and input subsidy to farmers;