

Present and Future of Agricultural Extension System in Uganda

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Presentation Outline

- ▶ Introduction
- ▶ Extension Systems in Uganda.
- ▶ Challenges of the Present Extension Systems in Uganda.
- ▶ Future Agricultural Extension Systems in Uganda
- ▶ Conclusion
- ▶ Acknowledgment.
- ▶ References

Introduction

- ▶ Service to “extend” research-based knowledge (**K. E. Davis, 2008**).
- ▶ Technology transfer, broader rural development goals, management skills, and non-formal education.
- ▶ Increasing production, improving yields, training farmers, and transferring technology.
- ▶ Transfer to facilitation; training to learning, support farmer groups devt, marketing issues, and partnering.
- ▶ Organizations: support and facilitate, solve problems by getting information, skills, and technologies to improve their livelihoods and well-being (**K.E. Davis, 2008**).
- ▶ Therefore in Uganda there is no way one will discuss the present agricultural extension system without looking at the past systems.

Extension System in Uganda

- ▶ Like any public sector extension in developing countries, Ugandan Extension system has been undergoing a number of transformations. Below is brief description as it was given by Semana (2002):

Extension System in Uganda ctn

1. 1898—1907: Early Colonial Period
2. 1920 – 1956: Regulatory (Extension – Chiefs)
3. 1956 – 1963 : Extension through progressive farmers
4. 1964 – 1971: Extension/Advisory Education
5. 1972 – 1980: Non– Directional Phase (Dormant)
6. 1982 – 1991: Recovery
7. 1992—1997: Extension Education/ Reforms

Extension System in Uganda ctn

8. 1998—2001: Crossroad, Dilemma

- ▶ **Semana 2002**, Period extension at crossroads.
- ▶ It laid foundation for the present extension system
- ▶ There was a mixture of conflicting views/ideas including extension activities. There was almost no public extension service up to 2001 (Semana 2002). But NGOS continued normally and PMA planned for.
- ▶ PMA : poverty through profitable, competitive, sustainable and dynamic agricultural and agro-industrial sector.
- ▶ Development partners supported PMA implementation.

Plan for Modernization of Agriculture (PMA) 7 Pillars

- ▶ Research and technology dissemination,
- ▶ National agricultural advisory services,
- ▶ Agricultural education,
- ▶ Improving access to rural finance,
- ▶ Agro-processing and marketing,
- ▶ Sustainable natural resource utilization and management
- ▶ Physical infrastructure.

NARO also went through reforms, to align it to PMA principles of demand - driven research.

Extension System in Uganda ctn

9. 2001 – 2012: Agricultural services under contract systems 'The NAADS Era'.

- ▶ The failure of Unified Agricultural Extension Programme, led to the formation of NAADS, a 2nd PMA pillar.
- ▶ It was fully supported by a number of devt partners (World Bank, the European Commission, Danida and IFAD).
- ▶ NAADS' to increase farmers' access to information, knowledge and technology for profitable agricultural production; thus developed for demand-driven, client oriented and farmer led agricultural service delivery system particularly targeting the poor and the women (**Ministry of Agriculture, Animal Industry and Fisheries 2000**).

National Agricultural Advisory Services (NAADS)

NAADS had five sub-components

- i. Advisory and Information Services to farmers
- ii. Technology development and Linkage with Markets
- iii. Quality Assurance—Regulations and Technical Auditing
- iv. Private Sector Institutional Development and
- v. Programme Management and Monitoring.

National Agricultural Advisory Services (NAADS) ctn

The NAADS had 9 operating principles:

- i. Empowering farmers in advisory processes and build their demand for both research and advisory services
- ii. Targeting services to the poor farmers
- iii. Mainstreaming gender issues
- iv. Deepening decentralization to bring research and advisory services nearer to the farmers
- v. Deepening commercialization – also intensification of productivity, specialization and profitability
- vi. Use participatory processes in planning, contracting and M&E
- vii. Managing natural resource productivity
- viii. Increasing institutional efficiency through contracting out services, and better linkages between research, advisors and farmers
- ix. Harmonization of supported projects with PMA principles.

National Agricultural Advisory Services (NAADS) ctn

The strategic changes NAADS was expected to use:

- i. Shift public to private service delivery 5 yr (Phase1)
- ii. Empower subsistence farmers to access private extension services, technologies and market information
- iii. Develop private sector capacity and professional capability to supply agricultural services (Contracting process).
- iv. Promote market orientated farming (farming as a business)
- v. Create options for financing and delivery of appropriate advisory and technical services for different farmer types
- vi. Stimulate private sector funding for advisory services

National Agricultural Advisory Services (NAADS) ctn

Some of the shortcomings which NAADS Phase 1 faced:

- i. Delay in the flow of funds from center to lower level
- ii. The quality of advisory service contracted needed attention;
- iii. Quantitative data for assessment of progress against targets
- iv. Capacity among local gvts and service providers was weak
- v. Conflicting approaches to extension and advisory services.
- vi. The link to markets was weak
- vii. Poor not well represented in NAADS structures and pgms.
 - ▶ However, institutionally as NAADS was reaching farmers, the OPI of NARO and NGOs were also reaching farmers with services.
 - ▶ As result, NEW approach was looked for to harmonise.

Extension System in Uganda ctn

10. Agricultural Technology and Agribusiness Advisory Services (ATAAS) 2010 to date

- ▶ **A.M. Kjaer *et.all* (2013)** , by 2008 the planning for ATAAS project was started. ATAAS started because:
- ▶ NAADS impact evaluation showed that Though farmers had selected more profitable enterprises, their farm yields & use of improved inputs was still low and land management was also poor.
- ▶ Linkage farmers, extension workers and research for effective technology transfer was also weak.
- ▶ In the National Development Plan 2011/2015 recommended for the formulation of ATAAS.
- ▶ ATAAS is then to transform the agricultural sector, by narrowing the gap and strengthening linkages between NARO and NAADS as well as other stakeholders.

Agricultural Technology and Agribusiness Advisory Services (ATAAS)

Project objectives

- i. To build on the accomplishments of the completed Second Agricultural Research and Training Project (ARTP II) and the NAADS Projects.
- ii. To concentrate on the issues of governance and corruption.
- iii. To promote better institutional collaboration between NARO, NAADS, and other stakeholders.
- iv. To complement the East Africa Agricultural Productivity (EAAP) Project

Agricultural Technology and Agribusiness Advisory Services (ATAAS) Ctn

- ▶ 5 project components
 - i. Developing Agricultural Technologies and Strengthening the National Agricultural Research System;
 - ii. Enhancing Partnerships between Agricultural Research, Advisory Services, and other Stakeholders;
 - iii. Strengthening the National Agricultural Advisory Services;
 - iv. Supporting Agribusiness Services and Market Linkages;
 - v. Program Management.
- ▶ The ATAAS project is being implemented through two implementing institutions, NARO and NAADS.

Some Challenges to the extension system

- ▶ Very little has been registered in farm productivity and profitability (**Ogwal Kasimiro et al, 2012**). **Ogwal Kasimiro et al, 2012, Regina Birner et al, 2007:**
 - i. Problem of transfer of technologies to the end users.
 - ii. Varying impact of services on farm performance
 - iii. Dependence of extension on the performance of the agricultural research systems and its feedback linkages.
 - iv. How can smallholder farmers be helped to access global markets and their standards
 - v. Disorganized farmers' and marketing systems

Some Challenges to the extension system Ctn

- i. M&E of services and assessing capital investment impact
- ii. Too many reforms so not be given a chance to develop to show impact.
- iii. Each reform had its challenges. (Philip A.J. et al, NAADS farmers' willingness to pay Vz time of association)
- iv. Political changes. Some political gvs low priority to agricultural investments.
- v. A problem of ensuring political commitment and fiscal accountability for agricultural extension.
- vi. Sometimes some reforms may not be well suited for the farming system:
 - For example T&V Vz rain fed areas Teso Farming System.
 - It may be difficult to promote agricultural diversification.
 - In some cases it becomes difficult to integrate farmers into dynamic markets.

Future Agricultural Extension System of Uganda

- ▶ **(Burton E.et. Al)** Future success of rural devt efforts depends:
- ▶ Presence of technical expertise and availability of resources
- ▶ Gvt's willingness to redefine the role of its institutions
- ▶ To allow the active participation of rural people in formulating and implementing rural development programs).

As result the public extension systems in Uganda needs to be demand-driven to make it relevant, accountable and important to the beneficiary.

However **(Regina Birner et. al, 2007)** said identifying reform options to make extension demand – driven still remains a challenge.

Future Agricultural Extension System of Uganda Ctn.

- ▶ It requires to identify what is that, it takes to make its extension services demand-driven.
- ▶ **R. Birner, 2007**, classified options (sectors) for providing and financing demand-driven services as:
 - ▶ (i) public sector;
 - ▶ (ii) private sector and
 - ▶ (iii) third sector which includes (NGOs and FBO).

However demand is the amount of goods and services that a consumer is willing and able to buy at given price.

- ▶ Therefore, each of the three sectors has to contribute to either demand or supply.
- ▶ In reality private sector creates demand,
- ▶ Public and third sector will fulfill the supply.

Future Agricultural Extension System of Uganda Ctn.

- ▶ In the absence of the market mechanism, public and third sectors can not ensure that the services they supply can meet the needs and priorities of their client (**Regina Birner et. al, 2007**).
- ▶ Therefore to establish demand-driven advisory services, it is useful to begin by identifying the extent to which market failures or other obstacles preventing the devt of private sector services, which use the market mechanism to make services demand-driven.
- ▶ It is then useful to consider the range of institutional options by which the services can be provided and financed, taking into account that the public, private, and third sectors can collaborate in various combinations.
- ▶ Table 1 provides the institutional possible combination / options different sectors can work together.

**Table 1: Options for providing and financing agricultural advisory services:
Adopted from Regina Birner and Jock R. Anderson, 2007.**

Provision of services	Financing of services				
	Public sector (various levels of decentralization possible)	Private sector: farmers (individual)	Private sector: companies	Third sector: NGOs	Third sector: Farmer Based Orgn. (FBOs)
Public sector (various levels of decentralization possible)	1. Public sector extension (various degree of decentralization	5. Fee- for – service extension proved by public sector	9. Private companies contracting public sector extension agents	11. NGOs contracting public sector extension agents	15. FBOs contracting public sector extension agents
Private sector: companies	2. Publically financed contracts or subsidies to private sector extension providers	6. Private extension agents, farmers pay fee	10. Information provided with sale of inputs or purchase of outputs.	12 Extension agents from private companies hired by NGOs.	16. FBOs contracting public sector extension agent from company
Third sector: NGOs	3. Publically financed contracts or financial support to NGOs providing extension	7. Extension agents hired by NGOs, farmers pay fees		13 Extension agents hired by NGOs, provide free service.	
Third sector: FBOs	4. Public financial support supplied to extension provision by FBOs	8. Extension agents hired by FBOs, farmers pay fees		11. NGOs financing extension agents who employed by FBO	17. Extension agents hired by FBOs, provide free services to members

Some Approaches of Making Agricultural Extension Demand-Driven

Market-Based Extension

- ▶ Market- based services Not possible: WHY: **R. Birner et.al, 2007** :
- ▶ (i) nature of the goods (public or private good).
- ▶ (ii) Target beneficiary level (**R. Chambers 1997**), 6 features of smallholder agriculture as:
 - (a) low farm productivity.
 - (b) independent, and make their own decisions;
 - (c) wide range of enterprises
 - (d) wide range of conditions, options, constraints and opportunities;
 - (e) widely separated with poor infrastructure
 - (f) they are often not in organized systems.

As a result, the transaction costs are high, and no private sector may find it profitable to provide those services.

The market failures related to extension above can be addressed through public sector intervention and collective action shown in option 1 in Table 1.

However public sector interventions also have their short comings.

Some Approaches of Making Agricultural Extension Demand-Driven Ctn

Public Sector Extension

- ▶ The public sector played an important role in agricultural extension.
- ▶ Public failures are related to
 - Information,
 - Incentives,
 - Capacity,
 - Political interests,
 - Bureaucratic procedures,
 - Attitudes
 - Financial sustainability,

Some failures made worse by the target complexity level (**R. Chambers 1997**),

Public Sector Extension Ctn.

- ▶ These failures have reduced the effect of public sector to provide extension.
- ▶ The most useful strategy: is to use NGOs, FBOs, and private sector to manage and execute extension services.
- ▶ Possible approaches:
 - Institutional design (decentralization, increased autonomy, contracting),
 - Funding mechanisms (competitive grants, cost recovery,
 - Management approaches (merit – based recruitment and promotion, performance contracts, managing for results,
 - Extension methods (participatory extension methods).

Some Approaches of Making Agricultural Extension Demand-Driven Ctn

Third Sector Extension

- ▶ There are two types of third sector organizations (NGOs and FBOs).
- ▶ Whereas NGOs are accountable to their funding agencies,
- ▶ FBOs are accountable to their members.
- ▶ Table 1 shows the wide range of options for NGOs and FBOs to be involved in the financing and provision of extension.
- ▶ Their involvement can play an important role for overcoming the problems of market and state failures.

Lessons learnt:

- i. A clear strategy is needed to include the poor in service delivery
- ii. The rate of demand for relevancy, effectiveness and efficiency of the extension systems needs to be carefully judged other wise:
 - The pressures many leave some beneficiaries out,
 - The available resources might become over-stretched,
 - There might be not time to reflect on and apply the lessons being learnt from different reforms.
- iii. Effective linkages within the extension sectors for making extension demand – driven may not easy to get
- iv. Quality assurance system is essential, to give all stakeholders confidence that advisory services are of an appropriate standard and are relevant for them

Conclusion

- ▶ Agricultural extension in Uganda still need lot to be done.
- ▶ It has developed over time through many transformations; but the process is thus far incomplete, not only in implementation but also in policy analysis.
- ▶ This presentation has just tried to identify some gaps (to stimulate thinking) in the attainment of demand-driven extension and there are still some issues which need to be understood.
- ▶ This is a time for agricultural policymakers to reflect afresh on the unmet demands both implicit and explicit, for provision of agricultural extension services to *all* of Ugandan deserving farmers.
- ▶ The observation will be “Is NASARRI KAFACI PROJECT in Uganda reflecting on the some of the issues raised in the **Future Agricultural Extension System of Uganda**, section is YES.

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