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AGRICULTURAL EXTENSION POLICY FORUM: GHANA

Report on the Policy Forum sponsored by

Ghana Directorate of Agricultural Extension Services, Ministry of Food and Agriculture;

Modernizing Extension and Advisory Services; and

Agriculture Policy Support Project

May 12-13, 2015

Accra, Ghana

June 2015

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May 12-13, 2015

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MEAS, Modernizing Extension and Advisory Services
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ACRONYMS

AEAS	Agricultural Extension and Advisory Services
AFAAS	African Forum for Agricultural Advisory Services
APSP	Agriculture Policy Support Project – USAID Ghana
DAES	Directorate of Agricultural Extension Services
FASDEP II	Food and Agricultural Sector Development Policy II
FBO	Farmer-Based Organization
GFAASS	Forum for Agricultural Advisory Services and Support, Ghana
MEAS	Modernizing Extension and Advisory Services
METASIP	Medium Term Agriculture Sector Investment Plan
MOFA	Ministry of Food and Agriculture
NGO	Non-governmental Organization
RELC	Research Extension Linkage Committee
USAID	United States Agency for International Development

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The author alone accepts responsibility for any shortcomings or factual errors in this report

EXECUTIVE SUMMARY AND RECOMMENDATIONS

BACKGROUND

Ghana's current Agricultural Extension Policy was written in 2001. Given the emphasis on agricultural extension in more recent Ghanaian policies, the need arose to review the existing extension policy and assess its implementation to determine if there are specific areas that may require further attention to ensure that policy aims are being met. Three partnering entities—the Directorate of Agricultural Extension Services, Ministry of Food and Agriculture, Ghana; Modernizing Extension and Advisory Services, University of Illinois; and the Agriculture Policy Support Project, USAID Ghana—collaborated in the design and delivery of a multi-stakeholder Agricultural Extension Policy Forum to address this need.

FORUM DETAILS

The Agricultural Extension Policy Forum was held the 12th and 13th of May 2015 in Accra, Ghana at the Best Western Premier Accra Airport Hotel. The overarching purpose of the Forum was to promote policy dialogue and conduct a stakeholder review of Ghana's existing agricultural extension policy and its implementation. Sixty-two people participated in the Forum with representatives from the public, private, and civil society sectors.

Several opening presentations set the dynamic tone of the Forum. This included a presentation on Liberia's National Policy for Agricultural Extension and Advisory Services, a presentation which identified elements of effective extension policies, one which looked at policy from farmers' perspectives, and one which informed participants about continental and Ghanaian agricultural extension apex organizations.

SMALL GROUP WORK

The main work of the Forum was carried-out by participants who concentrated on five themes embodied in the current extension policy and carried-out three exercises in their review of the extension policy. Through small group work, participants summarized the theme. They analyzed progress made relative to the theme, identifying constraints to further progress, and they identified gaps in the policy theme as well as possible changes to the policy theme. To complete their tasks, groups developed recommendations to address the constraints, gaps, and changes they had identified.

RECOMMENDATIONS

The recommendations resulting from small group work are reported below by policy theme. Groups selected their highest priority recommendation from among these themed recommendations. Priority recommendations are also reported below.

POLICY THEME I: FARMER DEMAND-DRIVEN EXTENSION RECOMMENDATIONS

- Review and update the farmer-based organization (FBO) development policy and strategy at the Directorate of Agricultural Extension Services and facilitate its implementation by all stakeholders

- Establish a multi-stakeholder planning and implementation platform for agriculture development at the district-level

POLICY THEME II: MANAGEMENT AND OPERATIONS OF EXTENSION – PART B RECOMMENDATIONS

- Promote the use of volunteers and lead farmers in extension programs
- Target program resources to women extension service providers and beneficiaries
- Utilize private sector providers and non-governmental organizations (NGO) to increase the number of women extension workers
- Strengthen women-based FBOs
- Strengthen social mobilization and technical capacities of FBOS to obtain services they require
- Support an Agricultural Extension Development Fund to promote and coordinate private sector and Metropolitan, Municipal, and District Assemblies participation in extension services delivery
- Add a sentence to the policy emphasizing the Ministry of Food and Agriculture's (MOFA) provision of an enabling environment and support of pluralistic public, private, and NGO sector extension

POLICY THEME III: MANAGEMENT AND OPERATIONS OF EXTENSION – PART B RECOMMENDATIONS

- Ensure adequate budgetary provision for agricultural and extension services from District Internally Generated Funds and the District Assemblies Common Fund
- Mandate the establishment of an agriculture sub-committee as part of District Assemblies
- Establish a participatory M&E system at all levels
- Utilize alternative methods to deliver extension services such as E-extension, radio, and television
- Develop a performance-based assessment system to monitor extension performance

POLICY THEME IV: CAPACITY BUILDING FOR EXTENSION RECOMMENDATIONS

- Clarify how capacity building is to be funded identifying possible funding sources such as the District Development Facility, District Assemblies Common Fund, Public Private Partnerships, Internally Generated Funds, Government of Ghana, etc. As possible funding sources
- Harmonize capacity building activities of all stakeholders within the extension services sector (e.g., training institutions, non-state actors, MOFA)
- Provide frequent demand-driven training which is gender-sensitive and responsive to farmer needs
- Support the development of a clearly defined capacity development plan for frontline staff
- Encourage capacity development collaboration between public and private sectors
- Ensure the policy is understood by all stakeholders

POLICY THEME V: INCORPORATING EMERGING ISSUES RECOMMENDATIONS

- Update the policy continuously on emerging issues and ensure staff are trained to respond to emerging issues
- Develop linkages with relevant institutions to address emerging issues such as nutrition, gender, and health
- Utilize resources jointly among relevant institutions for cross-cutting issues
- Mainstream emerging issues in MOFA's agenda and in the agenda of collaborating organizations

PRIORITY RECOMMENDATIONS

- Review and update the FBO development policy and strategy at the Directorate of Agricultural Extension Services and facilitate its implementation by all stakeholders
- Target program resources to women extension service providers and beneficiaries
- Ensure adequate budgetary provision for agricultural and extension services from District Internally Generated Funds and the District Assemblies Common Fund
- Clarify how capacity building is to be funded identifying the District Development Facility, District Assemblies Common Fund, Public Private Partnerships, Internally Generated Funds, Government of Ghana, etc. As possible funding sources
- Update the policy continuously on emerging issues and ensure staff are trained to respond to emerging issues

NEXT STEPS

Next steps to move the policy process forward were discussed at the Forum. These included updating the policy and developing a financed implementation plan to support doing so. Two volunteer groups were organized to move Forum recommendations and other extension policy processes forward. These are the Extension Policy Standing Committee and the Policy Champions. The Agriculture Policy Support Project also anticipates collaborating in implementing next steps.

I. CONTEXT

A. BACKGROUND

Effective agricultural extension systems that provide quality and timely services to farmers are commonly considered essential to growth and development in the agricultural sector. Extension has also been linked to the promotion of food security, poverty reduction, and economic growth.

In recognition of these connections, several of Ghana's recent national policies have emphasized agricultural extension's role in supporting agricultural development. The Food and Agricultural Sector Development Policy (FASDEP II) lists enhancing extension services as a specific policy strategy.[1] Similarly, the Medium Term Agriculture Sector Investment Plan (METASIP) 2011-2015 identifies poor extension services as a basic problem of the agriculture sector. The Plan explicitly calls for improvements to extension services to mitigate against and address the risk to METASIP successes that farmers may not accept improved crop and livestock technologies.[2]

Ghana currently has an Agricultural Extension Policy, written in 2001.[3] Given the emphasis on agricultural extension in more recent Ghanaian policies, the need arose to review the existing extension policy and assess its implementation to determine if there are specific areas that may require further attention to ensure that policy aims are being met. This need was addressed by three

[1] MOFA. (2007). *Food and Agriculture Sector Development Policy (FASDEP II)*. Accra: Republic of Ghana.

[2] MOFA. (2010). *Medium Term Agriculture Sector investment Plan (METASIP) 2011-2015.* Accra: Government of Ghana.

[3] DAES. (2001). *Agricultural Extension Policy (Final Draft) April 2001*. Accra: MOFA.

collaborating entities: Directorate of Agricultural Extension Services (DAES), Ministry of Food and Agriculture (MOFA), Ghana; Modernizing Extension and Advisory Services (MEAS), University of Illinois; and the Agriculture Policy Support Project – USAID Ghana (APSP).

B. COLLABORATING ENTITIES

The three partnering entities—DAES, MEAS, and APSP—collaborated in the design and delivery of a multi-stakeholder Agricultural Extension Policy Forum for reviewing the existing extension policy.

Within MOFA, DAES is the central agency providing public extension and advisory services in Ghana. DAES is responsible for policy formulation and planning as well as the implementation of policy through the coordination of extension activities and provision of direct technical support to Ghanaian farmers. DAES actively partners with other service providers to establish an efficient, demand-driven, and decentralized extension system in Ghana.

The MEAS project is operated from the University of Illinois at Urbana-Champaign in the United States with funding from USAID. The objective of MEAS is to improve and modernize rural extension and advisory service systems for the purpose of promoting agricultural development and enhancing the livelihoods of the rural poor. Among its initiatives, the MEAS project has been approved for a multi-part work plan to assist agricultural development and serve farmers in areas of northern Ghana in which USAID/Ghana Feed the Future activities are implemented.[4] To complement the extension policy review process, MEAS conducted a comprehensive review of relevant policy documents and research and held key informant interviews with key extension policy stakeholders to identify relevant and emerging extension policy issues of concern.

The APSP project of USAID aims to increase the capacity of the government public sector, the private sector, and civil society organizations to implement evidence-based policy formation, implementation, research, and advocacy and perform rigorous monitoring and evaluation of agricultural programs implemented under Ghana's METASIP.

C. GHANA'S EXISTING AGRICULTURAL EXTENSION POLICY

As earlier mentioned, Ghana currently has an Agricultural Extension Policy which was written in 2001. There are several other versions of the policy document, produced at later dates. An analysis of the similarities and differences among the documents was carried-out to determine which document should be reviewed at the Policy Forum. Based on the analysis (Appendix A) DAES advised that the most recent document, and the appropriate document to use for purposes of the May 2015 Agricultural Extension Policy Forum, is the MOFA/DAES document entitled: *Agricultural Extension Policy (Abridged Version)*, December 2005. A copy of this document is attached as Appendix B.

[4] Feed the Future is the U.S. government's global food security initiative which addresses global hunger and food insecurity. In Ghana, Feed the Future activities are focused in the north.

II. FORUM DETAILS

A. LOCATION, DATES, AND AGENDA

The Agricultural Extension Policy Forum was held in Accra, Ghana at the Best Western Premier Accra Airport Hotel for one and one-half days on the 12th and 13th of May 2015.

The purpose of the Forum was to promote policy dialogue and conduct a stakeholder review of Ghana's existing agricultural extension policy and its implementation. Its objectives were to:

- Create awareness of extension policy issues in other countries,
- Summarize and analyze key themes in the existing agricultural extension policy framework,
- Assess policy implementation progress,
- Develop prioritized recommendations for implementation and policy framework improvements, and
- Establish an Extension Policy Standing Committee to advocate for extension policy.

As detailed in the Agenda (Appendix C) the Forum provided the platform for participants to express their expectations of the Forum; for presentations on extension policy issues; and for small group engagement in examination and discussion of the existing agricultural extension policy and also in related critical gap and change analysis as well as in key recommendations development. Plenary discussions offered space for the group as a whole to discuss deliberations of small group work.

B. PARTICIPANTS

A total of 62 people, 14 female and 48 male, participated in the Forum. Participants came from an array of public, private, and civil society sector organizations and institutions. Particular emphasis was given to inviting participants from northern District Assemblies, including from the Departments of Agriculture, because the primary focus of USAID Feed the Future activity is in the north. The List of Forum Participants (Appendix D) shows representation from non-governmental organizations (NGOs), research, academe, USAID projects, farmer associations, Liberia's Ministry of Agriculture, international and African extension organizations, District Assemblies, DAES, and MOFA. Regional Directors, or their representatives, from Northern, Upper East, Upper West, and Greater Accra participated in the Forum as did a number of Municipal and District Directors from the North.

The Forum was supported by a DAES/APSP Secretariat. Several journalists from national and local newspapers and television stations covered and reported on the event.[5]

III. FOCUSING THE FORUM AND SETTING THE TONE

A. INTRODUCTION

Heads of the collaborating partners opened the Forum with the Acting Chief Director, MOFA providing the Keynote Address. This was followed by participant introductions and by Mr. Gabriel Owusu's,

[5] See http://thebftonline.com/business/agribusiness/14164/Agric-extension-policy-framework-under-review.html for coverage by Ghana's Business and Financial Times, May 15, 2015

DAES Deputy Director presentation of the working definitions of policy and other introductory issues (Appendix E). The working definitions of policy used at the Forum are:

- A policy is a formal statement of a principle or rule that members of an organization must follow. Policies address issues important to the organization's mission or operations.
- A policy is a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.

Participants were asked to note their expectations (Appendix F) for the Forum. Various expectations were then listed and discussed in plenary session. Participant expectations ranged from learning more about agricultural extension policy processes, to producing actionable recommendations to guide the policy development process, to having the opportunity for open dialogue about policy issues, to understanding how District Assemblies and District Departments of Agriculture will work together to positively impact local and district economies and communities. At the beginning of the program, some participants expected that the Forum would produce a revised policy. This expectation was clarified during the program. The Forum would produce recommendations to guide revision but was not designed to produce a revised policy document.

B. PRESENTATIONS

Presentations on various aspects of extension policy set the dynamic tone of the Forum. Highlights of presentations follow.

Formulation Process and Implementation Status of Liberia's National Policy for Agricultural Extension and Advisory Services (AEAS) (Appendix G). In his presentation, Dr. Zinnah, Ministry of Agriculture, Liberia described the processes through which Liberia moved to formulate its first National Policy for Agricultural Extension and Advisory Services and he discussed policy implementation constraints. He noted the Liberia Policy promotes a pluralistic, demand-driven, market-oriented system that is responsive to cross-cutting issues. Dr. Zinnah identified various constraints to policy implementation including the devastating effect of the Ebola virus outbreak, weak public-sector capacity to coordinate a pluralistic system, and, excluding the highly-commercial sectors (e.g., rubber and oil palm) the limited number of private-sector extension providers. He shared lessons learned from the Liberia experience, among them: the importance of resources to obtain stakeholder input to the policy process, the need for an explicit plan to move through all stages of the process from problem definition to evaluation, and the value of having a permanent extension policy advisory board.

Elements of Effective Extension Policies: Lessons from Recent MEAS Experience (Appendix H). Dr. Paul McNamara, MEAS, made the case for investing in extension for development based on data indicating growth originating from agriculture is more effective at reducing poverty than growth from other sectors. This he connected to statements in the Gates Letter 2015 which emphasize agricultural innovation and assert that investing in extension is the only way to reap the full benefit of innovations.[6] He identified and discussed several key policy issues including extension approaches,

[6] Gates, B. & Gates, M. (2015). *2015 Gates Annual Letter.* Available at http://www.gatesnotes.com/2015-annual-letter

coordination of extension, extension financing, and targeting of client groups. Relevant policy lessons from other countries that were emphasized included the importance of a capable public administration at all levels to drive policy processes and the fundamental requirement of political commitment to promote them.

Preliminary Findings from the Field: Farmer Perspectives (Appendix I). In her presentation, Dr. Vickie Sigman reported on her recent field work with four farmer groups in northern Ghana. She stressed that words for concepts such as policy and demand-driven extension do not exist in local languages and need careful translation. She found that farmers in general view Assembly Members and Chiefs as the people who make policy. Farmers do not believe they have very much voice in policy making. A possible policy implication of this finding is to design (or strengthen) and support a system to fully-engage farmers in policy processes. Farmers also do not believe they can "demand" or tell their Agricultural Extension Agent what type of training they need. A possible policy implication of this finding is that farmers need facilitation, from extension agents and/or others, to articulate their extension needs through to government.

Establishing and Strengthening National Multi-Stakeholder Platform - Country Forum: The Experience of AFAAS and GFAASS (Appendix J). Mr. Gabriel Owusu, DAES, familiarized participants with the African Forum for Agricultural Advisory Services (AFAAS). AFAAS is the umbrella organization for agricultural extension and advisory services in Africa. It aims to create linkages and partnerships among extension service providers in order to improve service delivery to farmers. At the country level, AFAAS seeks to establish Country Forums which bring together extension providers for information exchange and sharing of lessons learned. Mr. Owusu explained that Ghana has a Country Forum, known by the acronym GFAASS (Forum for Agricultural Advisory Services and Support, Ghana). He called for participants to volunteer to form an Extension Policy Standing Committee to operate under the umbrella of the Country Forum. The roles of the Standing Committee are to advocate for extension policy, serve as contact point for extension policy issues, and assist in moving Forum recommendations and other extension policy processes forward.

Overview of Ghana's Agricultural Extension Policy. Participants received a copy of Ghana's existing DAES *Agricultural Extension Policy (Abridged Version) December 2005* along with their invitation to the Policy Forum. To facilitate a deep understanding of the existing policy, Mr. Gabriel Owusu, on behalf of DAES provided an overview (Appendix K) of the policy, its themes, and principles. A summary follows:

The impetus for development of the policy came about in part due to the need to engage the private sector including farmer-based organizations (FBOs) in extension delivery, to consider decentralization in extension programming, and to incorporate emerging issues such as HIV/AIDS, farmer empowerment, environmental degradation, and poverty reduction in the extension agenda. Beginning in 2001, MOFA led the policy formulation process with an abridged version of the policy published in 2005.

The existing policy mission statement stresses working with regional and district administrations to address farmer needs, ensure that farmers adopt sustainable methods, raise agricultural productivity, and create an enabling environment for private sector participation in extension funding and delivery. The policy has various guiding principles which frame the policy overall. The policy can be categorized

into five themes, with related principles, which Mr. Owusu reviewed with participants. The themes are:

I. Farmer Demand-Driven Extension
II. Management and Operations of Extension Part A: Finance, approach, targeting, and private sector.
III. Management and Operations of Extension Part B: Decentralization and Monitoring and Evaluation (M&E)
IV. Capacity Building for Extension
V. Incorporating Emerging Issues

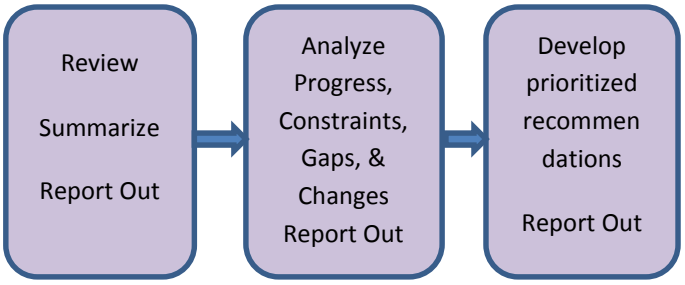
IV. SMALL GROUP WORK

A. ORGANIZATION AND EXERCISES

The overarching purpose of Small Group Work was to engage participants in reviewing the existing DAES *Agricultural Extension Policy (Abridged Version) December 2005.* There were five working groups, each organized around one of the five above policy themes. The design of the Forum called for groups of participants to engage in three specific exercises. During Forum registration and prior to the opening, participants were provided a hand-out explaining the organization of groups and the policy themes, objectives, and principles around which each group would focus (Appendix L). Participants were asked to select a group to join and were requested to continue with that group throughout the Forum. This information was reviewed during the Forum and as well, an explanation of group exercises was provided (Appendix M).

Each group had three exercises to carry-out. Exercises, shown in Diagram 1, were hierarchical in that they built on and utilized information and activities accomplished in the previous exercises.

Diagram 1. Group Exercises by Policy Theme



The first exercise was to review the policy theme (including related principles), summarize this and report to the plenary session. The purpose of this exercise was to give participants time to discuss and develop understanding of the theme and then report out to the plenary session so they would also understand the theme. ***The second exercise*** focused on analysis. The group was asked to analyze the progress that had been made relative to the theme, identify constraints to further progress, identify gaps (what is missing) in the theme, propose changes that may be needed, and finally to report results to the plenary session. The purpose of this exercise was to analyze the theme in-depth and share results of group deliberations relative to theme progress, constraints, gaps, and changes. ***The third exercise*** involved participants in developing a prioritized set of recommendations addressing theme constraints, gaps, and changes, and report to the Plenary. The group was tasked with selecting the top priority recommendation among those they had identified. The purpose of this exercise was to

produce recommendations and most particularly a list of priority recommendations that would provide direction for further action on agricultural extension policy in Ghana.

B. RESULTS

Overall, results of group work indicate important progress has been made in implementing various parts of the agricultural extension policy and also that significant constraints to further progress remain to be addressed. Results suggest there are various gaps in the current policy and as well, some changes are called for.

Further details of selected results of small group work are presented below. The theme, as identified directly from the policy document, is shown first followed by highlights of results of small group deliberations. The author's intention in reporting result highlights is to summarize results while utilizing the language of group reports, rephrasing for purposes of clarity. It should be noted that time at the Forum was limited; group discussions were interesting, energetic, and sometimes lengthy; and thus not all group exercises were completed. For specifics of group work, the reader is referred to the appendices for each theme and group. These appendices contain the material presented by groups at the Forum.

THEME I, GROUP 1: FARMER DEMAND-DRIVEN EXTENSION (APPENDIX N)

Table A. Theme I from 2005 Agricultural Extension Policy Document

THEME	*POLICY OBJECTIVE*	*FRAMED BY POLICY GUIDING PRINCIPLES*
I. FARMER DEMAND-DRIVEN EXTENSION	To promote farmer driven extension and research to ensure that services provided are relevant to farmers.	Services will be more demand-driven and client-focused.
	To empower farmers through the formation and development of FBOs in the areas of marketing and agro-processing in collaboration with the Department of Co-operatives (DOC).	Services will pro-actively develop farmers' business and marketing skills.
	To promote best agricultural practices.	

Exercise: Summary of Theme I. Farmers should play a leading role in defining, through a bottom-up approach, the type of services they need. A rationale for this is to increase farmers' voice, leadership, and ownership in solving their problems including research and production-related problems. The theme includes building strong FBOs for a collective voice to ensure farmer participation in decision-making, advocacy, and access to relevant information. The promotion of best agricultural practices supports farmer demand-driven extension and encompasses the management of existing and generation of new technologies using participatory methods.

Exercise: Identification of Progress, Constraints, Gaps, and Changes. Areas of progress and constraints to further progress identified by the group are shown below.

Table B. Theme 1 Results of Small Group Work

Policy Objective	*Progress*	*Constraint*
To promote farmer demand-driven extension	▪ Research Extension Linkage Committees (RELCs) are established ▪ Bottom-up planning processes are instituted	▪ Inadequate funding to promote RELCs
To empower farmers through formation and development of FBOs	▪ Private and public stakeholders support the formation of FBOs ▪ Capacity building of farmers, agricultural extension agents (AEAs) occurs	▪ Lack of coordination among different extension service providers at all levels ▪ Lack of implementation strategy for FBOs at all levels ▪ Low capacity of service providers in FBO development
To promote best agricultural practices	▪ An Information and Resource Center is in place ▪ AEAs are in all districts ▪ Externally funded projects promote best agriculture practices ▪ Research releases improved varieties	▪ Lack of knowledge management strategy and central depository for agricultural innovations ▪ Lack of strategies and mechanisms for identification and implementation of innovations ▪ Limited resources for extension delivery

Exercise: Development of Recommendations. The group framed their recommendations to address the gaps they identified in the overarching policy aim of promoting farmer demand-driven extension. The gaps to be addressed are:

- Lack of coordination among different extension service providers at all levels
- Lack of coordination among the various FBOs and lack of implementation strategy for FBOs at all levels
- Low capacity of extension services providers in FBO development
- No district-level multi-stakeholder planning and implementation platform at the district level in relation to RELC activity

The recommendations to address these gaps include:

- To review and update the FBO development policy and strategy at DAES and facilitate its implementation by all stakeholders
- To establish a multi-stakeholder planning and implementation platform for agriculture development at the district-level

THEME II, GROUP 2: MANAGEMENT AND OPERATIONS OF EXTENSION - PART A (APPENDIX O)

Table C. Theme II from 2005 Agricultural Extension Policy Document

THEME	*POLICY OBJECTIVE*	*FRAMED BY POLICY GUIDING PRINCIPLES*
II. MANAGEMENT AND OPERATIONS OF EXTENSION: PART A	MOFA will increase the efficiency and cost effectiveness of publicly funded extension services.	▪ National system will ensure services to small-scale and poorly resourced farmers, with special attention to women, youth, and the physically challenged. ▪ Public sector funding of services will aim toward financial sustainability. ▪ Extension will be open to new funding mechanisms. ▪ Private sector financing and engagement in service delivery will be encouraged.
	To broaden extension services delivery to include other extension approaches.	▪ Services will be pluralistic, flexible, and responsive.

Exercise: Summary of Theme II. The policy intends to promote efficient and effective management and operation of agricultural extension. It seeks to increase MOFA's efficiency in terms of costs and services and suggests some methodologies for doing so. These include developing innovative funding mechanisms for services. Extension services are to meet the needs of District plans and the research agenda should be demand-driven. The policy seeks to broaden extension services delivery by encouraging pluralism and through utilizing various extension approaches. For the latter, different approaches should be piloted in order to select and scale-up the most effective approaches.

Exercise: Identification of Progress, Constraints, Gaps, and Changes. Implementation progress and gaps in various aspects of the policy the group identified by the group are tabled below.

Table D. Theme II Results of Small Group Work

Policy Aspect	*Progress*	*Gap*
Define target beneficiaries	▪ Beneficiaries are clearly defined with emphasis on smallholders	▪ Inadequate targeting of women farmers ▪ Insufficient ,underfunded AEAs to reach all target groups ▪ Opportunity for improved coordination to improve reaching targets
Emphasize working with farmer groups	▪ Training on farmer groups is given ▪ A handbook on farmer group organization is available ▪ There are extension offices in charge of FBOs at national and regional levels	▪ Inequities exist within FBOs for women farmers ▪ Existing women's groups need capacity development ▪ There is competition across FBO umbrella groups at the national level
Encourage private sector participation in extension delivery and funding	▪ NGOs mobilize funding for extension delivery ▪ Private sector extension exists in commercial sectors (e.g., cocoa) ▪ Input suppliers involved in extension delivery	▪ Inadequate coordination among stakeholders at the district-level ▪ No incentive for private sector participation in extension
Set up Agricultural Extension Development	▪ Government of Ghana initiated the Fund with World Bank assistance	▪ Lack of political will to sustain the Fund

Policy Aspect	*Progress*	*Gap*
Fund to promote private sector participation		
Establish district-level planning and implementation of plans	▪ Some progress being made in planning through composite budgeting	▪ Funds are not received at district-level to finance plans developed
Develop research agenda in a participatory manner	▪ Farmer resources and constraints are identified through district and regional planning sessions ▪ Government supports research through projects and programs	▪ Inadequate funding to support the research agenda

Exercise: Development of Recommendations. Group recommendations put forward to address gaps in policy aspects related to targeting, gender, FBOs, financing, and participatory research as follows:

- Promote the use of volunteers and lead farmers in extension programs
- Target program resources to women extension service providers and beneficiaries
- Utilize private sector providers and NGOs to increase the number of women extension workers
- Strengthen women-based FBOs
- Strengthen social mobilization and technical capacities of FBOS to obtain services they require
- Support an Agricultural Extension Development Fund to promote and coordinate private sector and Metropolitan, Municipal, and District Assemblies participation in extension services delivery
- Add a sentence to the policy emphasizing MOFA's provision of an enabling environment and support of pluralistic public, private, and NGO sector extension (see Appendix O for details)

THEME III, GROUP 3: MANAGEMENT AND OPERATIONS OF EXTENSION - PART B (APPENDIX P)

Table E. Theme III from 2005 Agricultural Extension Policy Document

THEME	*POLICY OBJECTIVE*	*FRAMED BY POLICY GUIDING PRINCIPLES*
III. MANAGE-MENT AND OPERATIONS OF EXTENSION: PART B	To ensure that appropriate institutional structures and capacity are developed at all implementation levels to operate the new Agricultural Extension Policy MOFA will operationalize the roles and responsibilities of the various levels of governance (national, regional and district) as defined under the decentralization process.	Nature and level of publicly-funded services will be determined by District Assemblies in consultation with farmers and other stakeholders.
	To design and implement an effective monitoring and evaluation system.	Monitoring of services will be carried-out by District Assemblies along with MOFA and farmers.

Exercise: Summary of Theme III. The policy promotes the facilitation of institutional reforms to implement collaborative extension services that integrate operations at the relevant governance levels and it calls for the design of an institutional framework for monitoring and evaluation of extension services at all levels.

Exercise: Identification of Progress, Constraints, Gaps, and Changes. Results of group deliberations are shown below.

Table F. Theme III Results of Small Group Work

Progress	*Constraints*	*Gaps*	*Change Analysis*
▪ Extension Units are present at all levels	▪ Lack of knowledge ▪ Insufficient accountability ▪ Low budgetary allocation at all levels ▪ Lack of clear understanding of roles and responsibilities ▪ Insufficient number of AEAs	▪ Few extension service delivery activities in district plans and budgets ▪ Lack of Agricultural Sub-Committees in District Assemblies	▪ Policy should include accountability in terms of extension monitoring
▪ There are M&E Units at the Ministry and Regional Offices	▪ Limited capacity in M&E	▪ Limited functioning of M&E Units	▪ Policy should promote E-extension (including radio) and evidenced-based extension

Exercise: Development of Recommendations. The group developed and ranked their recommendations. Recommendations follow beginning with the highest priority recommendation.

- Ensure adequate budgetary provision for agricultural and extension services from District Internally Generated Funds and the District Assemblies Common Fund
- Mandate the establishment of an agriculture sub-committee as part of District Assemblies
- Establish a participatory M&E system at all levels
- Utilize alternative methods to deliver extension services such as E-extension, radio, and television
- Develop a performance-based assessment system to monitor extension performance

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THEME IV, GROUP 4: CAPACITY BUILDING FOR EXTENSION (APPENDIX Q)

Table G. Theme IV from 2005 Agricultural Extension Policy Document

THEME	*POLICY OBJECTIVE*	*FRAMED BY POLICY GUIDING PRINCIPLES*
IV. CAPACITY BUILDING FOR EXTENSION	To attain a broad based human resource development program by ensuring continuous capacity building of agricultural development workers.	Human resource development will be a continuous and intensified process

Exercise: Summary of Theme IV. The policy supports imparting knowledge and skills to frontline extension staff in the public and private sectors, as well as farmers, and agriculture education institutions. For frontline staff, technical and management skills are to be developed to ensure staff are able to achieve career advancement and keep up with production and processing techniques. The

policy outlines some of the essential information farmers ought to receive from public and private extension service providers. This would include, for example, training on gender issues and group formation. For educational institutions, capacity is to be developed in consultation with stakeholders to design educational curricula to address the changing needs of the sector, such as those related to agriculture finance, administration, marketing, and health.

Exercise: Identification of Progress, Constraints, Gaps, and Changes. Results of group deliberations are shown below.

Table H. Theme IV Results of Small Group Work

Progress	***Constraints***	***Gaps***	***Change Analysis***
▪ Most training is demand driven based on needs determined on the ground ▪ Data is increasingly being used to determine training needs ▪ NGOs are heavily involved in financing and providing in-service training for front line staff	▪ MOFA unable to provide monthly training for staff due to lack of resources ▪ Difficult to obtain current and accurate data to determine farmer needs ▪ Current freeze on hiring new or replacing retiring staff places stress on the public system ▪ Due to large numbers of service providers, training in some subjects is duplicated and sometimes confusing for farmers ▪ Private sector providers also face inconsistent financing	▪ Inadequate consultation with stakeholders in curriculum development ▪ Uncertainty as to which level (district, region, central) is responsible for financing, delivering, and monitoring training in decentralization process	▪ Policy should support - broader consultation with training institutions and stakeholders on curriculum design - clear definition of roles and structure under decentralization - source of funding for agriculture development - informal continuing education for farmers in areas such as literacy, numeracy and use of ICT - stakeholders formally introducing themselves to district/regional bodies

Exercise: Development of Recommendations. The recommendations developed by the group follow.

The policy should:

- Clarify how capacity building is to be funded identifying possible funding sources such as the District Development Facility, District Assemblies Common Fund, Public Private Partnerships, Internally Generated Funds, Government of Ghana, etc. As possible funding sources
- Harmonize capacity building activities of all stakeholders within the extension services sector (e.g., training institutions, non-state actors, MOFA)
- Provide for frequent demand-driven training which is gender-sensitive and responsive to farmer needs
- Support the development of a clearly defined capacity development plan for frontline staff
- Encourage capacity development collaboration between public and private sectors
- Ensure the policy is understood by all stakeholders

THEME V, GROUP 5: INCORPORATING EMERGING ISSUES (APPENDIX R)

Table I. Theme V from 2005 Agricultural Extension Policy Document

THEME	*POLICY OBJECTIVE*
V. INCORPORATING EMERGENCY ISSUES	To respond to the emerging issues of HIV/AIDS pandemic, environmental degradation and poverty reduction. Extension efforts will also focus on the areas of gender, equity and client empowerment as they relate to sustainable agricultural production.

Exercise: Summary of Theme V. Emerging issues are contemporary issues that have a direct and indirect impact on agriculture.

Exercise: Identification of Progress, Constraints, Gaps, and Changes. The group identified these elements for two major emerging issues: those related to health (HIV/AIDS) and those related to environmental degradation. Results of are shown below.

Table J. Theme V Results of Small Group Work

Progress	*Constraints*	*Gaps*	*Change Analysis*
▪ Multi-stakeholder government HIV/AIDS program at ministry level established ▪ Designated HIV/AIDS Unit in MOFA ▪ For environmental degradation issues, designated unit in MOFA in collaboration with Environmental Protection Agency	▪ Slow behavioral change of population ▪ Inadequate personnel in Units ▪ Inadequate funding	▪ Policy does not address: - Climate Change & Climate Smart Agriculture Issues - Child Labor - Food Safety and Nutrition - Youth in Agriculture - Urban Agriculture - Natural Resources Management and Associated Causes	• Detailed implementation strategy and action plan needed to measure how policy addresses emerging issues

Exercise: Development of Recommendations. Group recommendations follow.

- Update the policy continuously on emerging issues and ensure staff are trained to respond to emerging issues
- Develop linkages with relevant institutions to address emerging issues such as nutrition, gender, and health.
- Utilize resources jointly among relevant institutions for cross-cutting issues
- Mainstream emerging issues in MOFA's agenda and in the agenda of collaborating organizations

V. PLENARY DISCUSSION OF ADDITIONAL CONTRAINTS, GAPS, AND CHANGES

A plenary discussion resulted in identifying several additional constraints to policy implementation that were not identified by small groups and several gaps in the current policy. These are:

- Ways to address the constraint of limited female extension agents
- Limited availability of reliable gender disaggregated data
- Disconnect between private sector support and extension delivery funding
- Utilizing women input dealers to support extension delivery
- Distinguishing between implementing and monitoring agencies at the district level

VI. PRIORITY RECOMMENDATIONS

Each group selected their highest priority recommendation from the recommendations they developed. These priority recommendations aim to improve extension service delivery and thus extension service response to farmer needs. They address specific issues related to gender, financing of extension services, financing of extension capacity building, emerging issues, and farmer groups.

Four recommendations focus specifically on the Agricultural Extension Policy and recommend that within the policy the following be reflected:

- Targeting program resources to women extension service providers and beneficiaries
- Ensuring adequate budgetary provision for agricultural and extension services from district internally generated funds and the district assemblies common fund
- Clarifying how capacity building is to be funded identifying the district development facility, district assemblies common fund, public private partnerships, internally generated funds, government of ghana, etc. As possible funding sources
- Updating the policy continuously on emerging issues and ensuring staff are trained to respond to emerging issues

A fifth priority recommendation focuses on a separate yet related policy: the DAES FBO development policy which guides all stakeholders in the development of FBOs. The recommendation is to review and update the DAES FBO development policy and strategy and facilitate its implementation by all stakeholders.

VII. THE WAY FORWARD

A. NEXT STEPS: WHAT

During plenary discussion, participants discussed what can and should be done to move the Agricultural Extension Policy forward and who could assist in doing so. While some actions would require significant time, the point was made there are actions that can be pursued in the near-term. For example, a report of the Policy Forum itself is to be sent to participants in the near-term. Those interested in assisting to move the policy process forward, further discussed below, can meet in the near-term to discuss ways to proceed.

Other specific steps identified to move the policy process forward include: It was noted that much has changed since the policy was originally written in 2001 and the policy itself needs to be updated. It was suggested the policy be aligned with international and continental frameworks and recommendations regarding agricultural development and extension such as those embodied in the Comprehensive Africa Agriculture Development Program and the Malabo Declaration. Following-up on synergies between the Agricultural Extension Policy and the Gender and Agricultural Development Strategy II, being developed by MOFA Women in Agricultural Development Directorate, was mentioned. Reflecting an agricultural innovations perspective in the revised policy was also proposed. The practical realities of refining the policy were underscored by the submission that an implementation plan with a budget and a time-line would be needed to support the revision process. As well, a detailed complementary plan to implement the policy was called for. Finally, it was proposed that a revised policy should be submitted by MOFA through the legal system for formal adoption by the Parliament.

B. NEXT STEPS: WHO

The key pivotal role of MOFA, and most specifically DAES, in leading action on Forum recommendations and overall moving the extension policy process forward was stressed during the Forum. MOFA's commitment to the process is considered critical and DAES responded reaffirming that commitment. The need for political will to support the way forward was underscored. At the Forum, various participants advocated for strong linkages (particularly at district and regional levels) with the Ministry of Local Government and Rural Development and the Metropolitan, Municipal, and District Assemblies to engage in both policy updating and policy implementation. Private sector actors including FBOS along with civil society actors should all be involved in policy updating and implementation. Participants suggested MOFA and USAID meet to review Forum recommendations and develop forward plans and APSP confirmed their interest in supporting the process.

To support moving Forum recommendations and the policy process forward, two volunteer groups were organized during the Forum: Extension Policy Champions and an Extension Policy Standing Committee. The Policy Champions are an ad-hoc group of champion volunteer organizations interested in and concerned with extension policy. The Extension Policy Standing Committee, earlier discussed in this report, is a part of the national institution: the Forum for Agricultural Advisory Support and Services, Ghana. Members of these groups are shown below.

Table K. Extension Policy Champion Organizations

Action Aid
Peasant Farmers Association of Ghana
Association of Church-Based Development NGOs
Ghana National Association of Farmers and Fisherman
Forum for Agricultural Advisory Support and Services, Ghana
Trax Ghana

Table L. Extension Policy Standing Committee Members (contact details in Appendix S)

Ms. Victoria Adongo, Program Manager	Peasant Farmers Association of Ghana
Mr. Seth Ashiamah, Executive Member	AFAAS-Ghana Chapter
Mr. Mahama Alhassan Seidu, Lead Farmer	Savelugu-Nanton District – Northern Region
Ms. Queronica Quartey, Representative	Action Aid
Mr. Malex Alebikiya, Executive Director	Association of Church-Based Development NGOs
Mr. Vesper Suglo, Agricultural Consultant	Private Sector
Mr. Maxwell Agbenorhevi, Agricultural Economist	Agricultural Policy Support Project-USAID Ghana
Mr. Joseph Yeng Faalong, Regional Director	Upper West Region

The roles of the two groups are to move Forum recommendations and other extension policy processes forward, advocate for extension policy, and serve as contact point for extension policy issues. Group members held their first meeting following the close of the Forum.

VIII. CLOSING REMARKS

Dr. McNamara, MEAS; Mr. Nunez-Rodriguez, APSP, and Dr. Fenton Sands, USAID gave closing remarks commending participants on accomplishing the work of the Forum. Dr. McNamara noted that Ghana is one of the few African nations having a written agricultural extension policy and thanked participants for their committed engagement during the Forum. Mr. Nunez-Rodriquez advised the APSP project will continue in Ghana for the next several years and he anticipates APSP will collaborate in supporting further action to move the extension policy process forward. Dr. Sands commented on the re-emergence of the importance of agricultural extension following the 2007-2008 food crisis and mentioned that legacy questions regarding the efficacy of extension still remain. He stressed that decentralization in Ghana has created changes in the agricultural development landscape and the role of agricultural extension within this new context is unfolding. He indicated USAID's interest in agricultural extension. He advised USAID will look to government to articulate its concern not only for acting on Forum recommendations but also for moving the extension policy process forward and for strengthening Ghana's agricultural extension system.

IX. FORUM EVALUATION

Participants were asked to complete a Forum Evaluation Form (Appendix T). They were requested to respond to a set of statements by giving their level of agreement or disagreement with the statement. The evaluation sought to determine participant's level of agreement or disagreement with statements that examined the extent to which the Forum:

- Met its goal of developing shared understanding of the existing Agricultural Extension Policy;
- Achieved the three primary tasks of the Forum (exercises summarizing the existing policy; assessing policy implementation progress and constraints and identifying policy gaps and needed changes; and developing recommendations to address constraints, gaps, and changes),

- Was sufficiently participatory, and
- Produced high quality work.

Forty participants completed the Forum evaluation. As shown in Appendix U, the large majority of 87% either 'mostly agreed' or 'completely agreed' with all the evaluation statements. Responses suggest that overall the Forum did reach its goal, did achieve its tasks, was participatory, and did achieve high-quality work. There were variations in responses with the most variation in levels of agreement around whether the Forum fostered shared understanding of the policy, assessed policy progress and constraints, and identified ways to move forward with recommendations.

Close to 50% of responding participants offered comments on the Forum (Appendix U). The most comments focused on the limited time available for group discussions. Also on the policy itself and moving the process forward. The former indicates additional time was needed at the Forum to cover and discuss the material in-depth and the latter suggests the Policy Standing Committee and Policy Champions will have important roles to play in moving the policy process forward.

APPENDICES

A. COMPARISON OF GHANA'S AGRICULTURAL EXTENSION POLICY DOCUMENTS:

SIMILARITIES AND SUBSTANTIVE DIFFERENCES

Vickie Sigman, Sr. Agricultural Extension Policy Specialist

Modernizing Extension and Advisory Services

April 2015

NOTE: Following the analysis outlined below, a fourth document, *Agricultural Extension Policy (Abridged Version), December 2005, surfaced. The fourth document was a word version of the November 2005 (Abridged Version) and was typed with some errors from the November 2005 version. The errors were corrected. DAES advised that the most recent document, and the appropriate document to use for purposes of the May 2015 Agricultural Extension Policy Forum is the fourth document: Ghana Agricultural Extension Policy (Abridged Version), December 2005.*

PURPOSE OF THE ANALYSIS

The purpose of the analysis is to determine the similarities and differences among Ghana's three Agricultural Extension Policy documents in order to select the best document on which to base a policy review. The three documents compared are:

1. Ministry of Food and Agriculture (MOFA), Directorate of Agricultural Extension Services (DAES), *Agricultural Extension Policy*, Final Draft, April 2001.
2. MOFA, DAES, *Agricultural Extension Policy (Abridged Version)*, October 2003 (Design & Print, Klymass Ventures).
3. MOFA, DAES, *Agricultural Extension Policy (Abridged Version)*, November 2005 (Designed and Printed by ISU/DAES/MOFA – Accra). NOTE: The cover of this document is dated November 2005. However, the first page is dated December 2005. In this analysis, the document is referred to as November 2005.

The 2001 document is the full version of the policy, is in final draft form, and is considered the base document. While there may be a later version of the 2001 full policy version, it is not available from MOFA and further search for such a document proves futile. The 2003 and 2005 documents are abridged versions of the 2001 document. Based on comparisons, any later version of the full policy will likely be very similar to the 2001 final draft because the 2003 and 2005 versions substantively mirror the 2001 final draft with the exceptions noted below. Both the 2003 and 2005 versions, in their respective *Introduction*, state: "In June 2003, the Directorate of Agricultural Extension Services (DAES) finalized the preparation of an agricultural extension policy document and circulated it to a wide range of stakeholders. This document is an abridged version of the policy document. It is meant to be a quick reference to the major issues contained in the policy document."

Comparisons focus on similarities (Table 1) and substantive differences (Table 2) among the versions. The 2001 document, as the full version of the policy, provides more detail than either of the abridged versions. These details are not noted in the comparison tables below.

CONCLUSIONS

As shown in Table 1, the three documents are much more similar than different, with the few exceptions noted in Table 2. The 2003 and 2005 documents, aside from some formatting changes are virtually the same—and in most instances exactly the same—with the few exceptions noted in Table 2. The 2005 document, as the latest document which reflects the 2003 and 2001 documents in large part, is considered the most appropriate document on which to base an agricultural extension policy review.

Table 1. Basic Similarities among the *Agricultural Extension Policy* Documents.

***Agricultural Extension Policy*, Final Draft, April 2001.**	***Agricultural Extension Policy (Abridged Version)*, October 2003.**	***Agricultural Extension Policy (Abridged Version)*, November 2005.**
Discussion of the Public Extension System, Research Extension Linkage, COCOBOD-MOFA, Decentralization, Role of the Private Sector/NGOs in Extension Delivery.	Very similar text as 2001 but abridged.	Same text as 2003 with exception regarding cocoa noted in Table 2.
Need for a New Agricultural Extension Policy.	Very similar text as 2001 but abridged.	Same text as 2003.
Vision	Very similar text as 2001 but abridged with exception noted below in Table 2.	Same text as 2003.
Mission Statement	Same text as 2001.	Same text as 2003.
Guiding Principles: Articulates 13 principles.	Articulates 10 Principles, 9 same as 2001 (see Table 3 for comparison).	Same text as 2003.
Objectives and Strategies: Document states 7 objectives; 8 written in the document.	Articulates 9 objectives. Basically same as 2001 objectives plus an M&E objective (see Table 4 for comparison).	Same text as 2003 with minor exception noted in Table 4.

Table 2. Substantive Differences among the Agricultural Extension Policy Documents.

***Agricultural Extension Policy*, Final Draft, April 2001.**	***Agricultural Extension Policy (Abridged Version)*, October 2003.**	***Agricultural Extension Policy (Abridged Version)*, November 2005.**
No Foreword.	p. iv, Foreword signed by Hon. Major Courage Quashigah (Rtd) Minister for Food & Agriculture	p. 5, Foreword by Kwame Amezah (Dr) Acting Director Agric. Extension Services
CCOBOD-MOFA *Extension Services Merger* p. 7 included in *Introduction*. Section describes movement of cocoa extension from the Cocoa Board (COCOBOD) to MOFA; no specific policy discussed.	p. 6, similar text as 2001 included under heading *Cocoa Extension*.	Does not include a section on *CCOBOD-MOFA Extension Services Merger* nor on *Cocoa Extension.*
Vision, p. 10 discusses establishment of Agricultural Extension Development Fund (AEDF) and Farmer-Based Organisations Development Fund (FBODF).	AEDF not discussed under Vision but included under management and operations, p. 8. FBODF not included.	Same as 2003 (p. 13)
Guiding Principles, pp. 10-11: Articulates 13 principles.	Articulates 10 Principles, 3 removed from 2001 list (see Table 3 for comparison).	Same as 2003.
Objectives and Strategies, pp. 11-13m Articulates 8 objectives.	Adds an M&E objective (see Table 4 for comparison).	Adds 2 strategies to objective existing in 2001-2003; coverage of these 2 strategies implied under other existing objectives (see Table 4 for comparison).
Institutional and Financial Implications, pp. 14-15.	Section not included. Although not specifically stated, coverage of some similar issues inferred via objectives.	Same as 2003.
Appendices	No appendices.	Same as 2003.

Table 3. Comparison of Guiding Principles among the Agricultural Extension Policy Documents.

***Agricultural Extension Policy*, Final Draft, April 2001.**	***Agricultural Extension Policy (Abridged Version)*, October 2003.**	***Agricultural Extension Policy (Abridged Version)*, November 2005.**
1. Extension services will be more demand-driven and client focused.	1. Same	1. Same
2. The agricultural extension services in Ghana will be pluralistic, flexible and responsive to the changing socio-economic environment of the rural sector.	2. Same	2. Same
3. The national agricultural extension system will ensure the provision of adequate extension service to small-scale resource poor farmers with special attention to women, the youth and the physically challenged.	3. Same	3. Same
4. Extension services delivery to small-scale resource poor farmers will be funded by government.	Not in 2003	Not in 2005
5. Public sector funding of extension services will aim at establishing a high degree of financial sustainability through enhanced planning and prioritization of commitments.	4. Same	4. Same
6. Agricultural extension should be open to new funding mechanisms.	5. Same	5. Same
7. With the decentralization of government functions to the District Assemblies, the ultimate responsibility for decisions about the nature and level of publicly funded extension services will be determined by the District Assemblies in consultation with MOFA, farmers, and other stakeholders.	6. Same	6. Same
8. Representative perspectives about the requirements of the farming community will be obtained by involving the community in problem identification, planning implementation and evaluation of extension services.	Not in 2003; implied under 2003 objectives.	Not in 2005; implied under 2005 objectives.
9. The private sector would be encouraged to finance and engage in agricultural extension services delivery.	7. Same	7. Same
10. Agricultural extension (both public and private) will be cost effective and ensure accountability to beneficiaries and other stakeholders.	Not in 2003; implied under 2003 objectives.	Not in 2005; implied under 2005 objectives.
11. Extension services would be more pro-active in developing business and marketing skills of farmers.	8. Same	8. Same
12. Extension service delivery will be monitored by the District Assemblies in conjunction with MOFA and farmers to ensure high quality of services provided by the private sector.	9. Same except sentence ends at…of services.	9. Same except sentence ends at…of services.
13. Human resource development should be continuous and intensified at all levels.	10. Same	10. Same

Table 4. Comparison of Objectives and Strategies among the Agricultural Extension Policy Documents.*

Agricultural Extension Policy, Final Draft, April 2001.	Corresponding Objective/Strategy: Agricultural Extension Policy (Abridged Version), October 2003.	Corresponding Objective/ Strategy: Agricultural Extension Policy (Abridged Version), November 2005.
(i) MOFA will promote best farmers practices.	3. Objectives/Strategies same	3. Same as 2003.
(ii) MOFA will support the development and use of different approaches to extension delivery.	5. Objective/Strategies same.	5. Same as 2003.
(iii) MOFA will empower farmers thought the formation of FBOs and marketing co-operatives in collaboration with the Department of Co-operatives (DOC).	2. Objective same. 2003 adds Strategy: Establishing the institutional framework for FBO Development.	2. Same as 2003.
(iv) MOFA will operationalize the roles and responsibilities of the various levels of governance (national, regional and District) as defined under the decentralization process.	6. Objective basically the same. 2003 adds 2 strategies: Ensure that all service providers are well informed on the provision of the new extension policy. Encourage formation and operationalization of stakeholder fora…	6. Same as 2003.
(v) MOFA will increase the efficiency and cost effectiveness of publicly funded extension services.	4. Objective/Strategies same.	4. Same as 2003 except 2005 adds 2 strategies: District level planning/ implementing plans. Setting research agenda in participatory manner.
(vi) MOFA will ensure relevance of service.	1. Objective basically same. Strategies same.	1. Same as 2003.
(vii) Extension will contribute to responding to HIV/AIDS, environmental degradation, poverty reduction, gender, equity and client empowerment.	9. Objective same. 2003 deletes 2 2001 strategies which are implied under other 2003 objectives: Encourage farmers to undertake activities that would help them improve their food supply and income situations. Promote the growth and development of FBOs as a means of empowering farmers.	9. Same as 2003.
(viii) Government will undertake a broad based human resource development programme.	8. Objective/Strategies same.	8. Same as 2003.

Agricultural Extension Policy, Final Draft, April 2001.	Corresponding Objective/Strategy: Agricultural Extension Policy (Abridged Version), October 2003.	Corresponding Objective/ Strategy: Agricultural Extension Policy (Abridged Version), November 2005.
2001 does not have this objective.	7. Adds the new objective: To design and implement an effective monitoring and evaluation system for agricultural extension services. Also adds related Strategies.	7. Same as 2003.

* Some objectives are abridged. Strategies are not listed unless there are differences in Strategies among the documents.

B. GHANA AGRICULTURAL EXTENSION POLICY (ABRIDGED VERSION) DECEMBER 2005

MINISTRY OF FOOD AND AGRICULTURE

DIRECTORATE OF AGRICULTURAL EXTENSION SERVICES

AGRICULTURAL EXTENSION POLICY (ABRIDGED VERSION)

DECEMBER 2005

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LIST OF ACRONYMS

AAGDS	-	Accelerated Agricultural Growth and Development
AEA	-	Agricultural Extension Agent
AgSSIP	-	Agricultural Services Sub-Sector Investment Project
AEDF	-	Agricultural Extension Development Fund
AIDS	-	Acquired Immune Deficiency Syndrome
CBO	-	Community Based Organisation
CSIR	-	Council for Scientific and Industrial Research
DADU	-	District Agricultural Development Unit
DAES	-	Directorate of Agricultural Extension Services
DDA	-	District Director of Agriculture
DDO	-	District Development Officer
DFID	-	Department for International Development
DOC	-	Department of Co-operatives
FAO	-	Food and Agriculture Organisation
FADSEP	-	Food and Agriculture Sector Development Programme
FBO	-	Farmer Based Organisation
FFS	-	Farmer Field Schools
GDF	-	Gross Domestic Product
GoG	-	Government of Ghana
GTZ	-	German Technical Co-operation
HIV	-	Human Immune-Deficiency Virus
M&E	-	Monitoring and Evaluation
MoFA	-	Ministry of Food and Agriculture

MTEF	-	Medium Term Expenditure Framework
NAEP	-	National Agricultural Extension Project
NARP	-	National Agricultural Research Project
NGO	-	Non-Government Organisation
PTD&E-		Participatory Technology Development and Extension
RDA	-	Regional Director of Agriculture
RDO	-	Regional Development Officer
RELC	-	Research Extension Linkage Officer
SAP	-	Structural Adjustment Programme
TOT	-	Transfer of Technology
T&V	-	Training and Visits
UAES	-	Unified Agricultural Extension Services

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(APSSP) of the GTZ for the financial support in printing this document.

FOREWORD

Agricultural Extension Services in Ghana has gone through various things over the year. In the 1980s and 1990s the Ministry of Food and Agriculture (MOFA) adopted the Training and Visit System of agricultural extension. The concept of Transfer of Technology (TOT) by Agricultural Extension Agents (AEA) was limited to reaching farmers with only information. The Ministry also gave up its other function of inputs supply and distribution to farmers. Above all, the removal of subsidies on agricultural inputs took away some of the incentives the traditional extension service depended upon to attract farmers to adopt available technology. Under the current Food and Agricultural Sector Development Policy (FASDEP) the limited access to appropriate technology at all levels in the crop livestock and fisheries sub-sector is recognized as one of the major obstacles to agricultural development. In addition to all these, the decentralization of MoFA activities in 1997 has also brought its value changes in the structure and management of the agricultural extension delivery service.

MoFA therefore needs to initiate strategies to respond to these challenges and ensure that the effectiveness of the extension system is not only maintained but also improved upon. Financing of agricultural extension services delivery need to be diversified in the face of dwindling public funding. Private sector operators such as Farmer Based Organisation and organized farmers and fishermen association need to be encouraged to contribute more to the provision of extension services and also to participate in the delivery process through farmer to farmer exchange of information and experiences.

This raises the need to provide a policy framework to guide demand-driven pluralistic system within a liberalized and decentralized political economy. Whilst the decentralization process will assist to make extension more participatory and demand-driven to respond to the specific need of the various districts, the private sector needs to be encouraged to fund and deliver services to farmers and fishermen.

It is in response to these demands that MoFA with support from development partners, notable German Technical Co-operation (GTZ) and the British Government Department for International Development (DFID), initiated discussions on a new framework for an agricultural extension policy in Ghana. The discussions were held at all levels, district, regional and national with the involvement of major stakeholders including farmers, fishermen, researchers, extensionists, non-governmental organisations, private sector operators and politicians. This document therefore reflects the expectations and aspirations of a cross-section of stakeholders in the agricultural sector of Ghana.

It is expected that with the implementation of objective couched from these policies, the agricultural industry will be better served through pluralistic demand driven extension services. This policy document is to be used is a guide for extension services delivery in the country. It should also be viewed as a basis for further discussion aimed at achieving better strategies for extension delivery and management in the country when situations change with time and space.

KWAME AMEZAH (DR)

ACTING DIRECTOR

AGRIC. EXTENSION SERVICES

1.0 INTRODUCTION

In June, 2003, the Directorate of Agricultural Extension Services (DAES) finalized the preparation of an agricultural extension policy document and circulated it to a wide range of stakeholders. This document is an abridged version of the policy document. It is meant to be a quick reference to the major issues contained in the policy document.

1.1 The Public Extension System – A Historical Perspective

Agricultural extension activities were initiated in Ghana in the nineteenth century by the early missionaries and foreign owned companies involved in the production of export crops such as coffee, cocoa and rubber. After independence, Ghana tried various approaches including extension under the farmers' co-operative movement and several donor-assisted projects. In the 1970s and 80s all the departments of the Ministry of Food and Agriculture, (MOFA) undertook separate extension services. Agricultural extension was therefore fragmented among the various departments within the ministry. In 1987 however, MOFA established the Directorate of Agricultural Extension Services (DAES) to bring all splinter MOFA extension services under the umbrella.

Since the beginning of the 1990s, DAES adopted the Training and Visit (T&V) extension system nationwide. This extension initiative was supported with World Bank funding through the National Agricultural Extension Project (NAEP), which was implemented between 1992 and 1999. This project was set up and implemented to help (a) improve the efficiency in the management and delivery of extension services (b) improve the relevance of technology available to farmers and (c) strengthen the technical department of MOFA.

Ministry of Food and Agriculture is also experimenting with various alternative extension approaches such as Participatory

Technology Development and Extension (PTD&E) and Farmer Field Schools (FFS) among others, in collaboration with development agencies like the German Technical Co-operation (GTZ) and the Food and Agriculture Organisation (FAO). The role of the Agricultural Extension Agent (AEA) under these approaches is one of facilitating learning among farmers instead of only transferring technology. The results of the experimental projects have indicated enhanced knowledge and skills among farmers. This has been attributed to the fact that farmers have become part of the decision making process. MOFA is therefore encouraged to continue with such initiatives in order to empower farmers to make better judgment of their own performance.

1.2 Research-Extension Linkage

Most of the agricultural research done in Ghana is under the supervision of the Council for Scientific and Industrial Research (CSIR) which is under the Ministry of Environment, Science and Technology (MEST) while extension is carried out by MOFA. In 1991, the Research Extension Linkage Committees (RELCs) were formed in the five (5) ecological zones to forge a close working relationship between research, extension and farmers. The responsibility of these RELCs is to assess the adoption of technologies by farmers, review research and extension programmes. Assess their relevance to agricultural development in the various zones and make appropriate recommendations.

The RELCs have played a significant role in staff training and have influenced the quality of research and extension programmes by promoting technologies that are relevant to the needs of farmers. However, a major shortcoming of the RELC, which currently based on the five agro-ecological zones, is their inability to respond to the specific needs of the regions and districts.

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1.3 Decentralization

Ghana inherited a highly centralized system of government from colonial administration. This has been criticized for its inefficiency and inability to respond to location-specific needs of the populace. The 1992 constitution therefore made provision for the decentralization of the government machinery. The aim was to (a) create a conducive environment within which people could participate in their own development and (b) encourage self-help, local responsibility and ownership of development programmes.

In line with government policy, the decentralization of MOFA started in 1997. This has resulted in the transfer of responsibilities including administration and the provision of services to the District Assemblies while at the regional and the national levels, attention has focused on policy planning, co-ordination, technical backstopping, monitoring and evaluation.

1.4 The Role of the Private Sector in Extension Delivery

The last decade has seen an upsurge in private sector involvement in the provision of extension services in the country. Producer organisation, buyers, processing and export companies provide extension services for specific agricultural commodities on cost recovery basis, where costs are recovered through service charges deducted from payments to farmers at the time of sale. This extension system however, tends to focus on high value crops, like cocoa, cotton, oil palm, cashew, pineapple and vegetables.

There has also been an increase in the involvement of Non-Government Organisation (NGOs) in the funding and delivery of extension services in Ghana. Their services generally address the needs of specific client groups and are often community focused in most cases, the NGOs complement the activities of the public services and work in partnership with the publicly funded extension agents. One of their strategies is to provide commodity- specific inputs such as seedlings and credit.

2.0 THE EXTENSION POLICY

2.1 The Need for a New Agricultural Extension Policy

Agricultural extension services in Ghana have undergone considerable changes in the past four decades Changes in the political economy of the country, particularly the liberalization of the economy, increased private sector participation in service provision, decentralization of governance and the focus on poverty reduction calls for a review of our agricultural development efforts.

In line with government's new objectives, agricultural extension needs to focus on:

- Ensuring equity in the distribution of the benefits from development
- Improving rural livelihood and
- Reducing poverty especially among rural women, the youth and the physically challenged.

Agricultural extension efforts, therefore, need to respond to the needs of the poor and the socially disadvantaged segments of society.

Extension delivery is still constrained by a number of factors such as high cost of agricultural inputs, inadequate credit to farmers, poor rainfall distribution, inadequate processing and marketing facilities and high incidence of pests and diseases among others. There is a need to develop strategies to support farmers to respond to these challenges.

2.2 A Vision for the Future of Agricultural Extension Services.

In the short to medium term (2-10 years), an efficient and demand-driven extension service in a decentralized system would be established through partnership between the government and the private sector. It is envisaged that clients (farmers and other users of services) would participate in

extension programme formulation, implementation, monitoring and evaluation to ensure that their needs are met.

The extension delivery system will not only be concerned with technological issues, but will also deal with general livelihood issues of importance to farming communities including marketing, health (HIV/AIDS), Guinea-worm etc., equity in services delivery and poverty.

2.3 Mission Statement

Ministry of Food and Agriculture will work with the regional and district administration to ensure that extension services contribute in an effective and efficient way towards the social and economic development of Ghana through:

- Addressing the specific needs of farmers, especially the rural poor in the effort to reduce poverty.
- Ensuring that farmers adopt environmentally sustainable methods
- Raising agricultural productivity and
- Creating an enabling environment for private sector participation in the funding and delivery of extension services.

2.4 Guiding Principles

In order to realize the vision stated above, extension services delivery will be guided by the following set of principles:

1. Extension Services will be more demand-driven and client-focused
2. Agricultural extension services in Ghana will be pluralistic, flexible and responsive to the changing socio-economic environment of the rural sector.
3. The national agricultural extension system will ensure the provision of adequate extension services to small-scale and poorly resourced farmers, with special attention to women, the youth and the physical challenged.

4. Public sector funding of extension services will aim at establishing a high degree of financial sustainability through enhance planning and prioritization of commitments.
5. Agricultural extension will be open to new funding mechanisms.
6. With the devolution of government functions to the District Assemblies, the ultimate responsibility has decisions on the nature of publicly funded extension services will be determined by the District Assemblies in consultation with MOFA farmers and other stakeholders.
7. The private sector will be encouraged to finance and engage in agricultural extension services delivery to a greater extent.
8. Extension services will be made more pro-active in developing business and marketing skills of farmers.
9. Delivery of extension services will be monitored by the District Assemblies in conjunction with MOFA and farmers to ensure high quality service.
10. Human resource development will be made a continuous process and will be intensified at all levels.

2.5.0 Policy Objectives and Strategies

The new extension policy is based on nine objectives. These policy objectives have been grouped under four main categories as follows:

- Promoting farmer demand-driven extension
- Promoting efficient and effective management and operations of agricultural extension
- Promoting capacity building for extension
- Incorporating emerging topical issues into agricultural extension.

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2.5.1 Promoting Farmer Demand-Driven Extension

Objective 1

To promote farmer driven extension and research to ensure that services provided are relevant to farmers. Strategies to be adopted are;

- Strengthening linkages among farmers, extension workers and researchers.
- Involving clients in planning and evaluation of extension activities.
- Establishing functional RELCs at the zonal and regional levels.
- Encouraging the RELCS to source funds from the private sector including farmers, farmer organisations and other institutions to support research activities.

Objective 2

To empower farmers through the formation and development of FBOs in the areas of marketing and agro-processing in collaboration with the Department of Cooperatives (DOC). This objective will be supported by MOFA through:

- Establishing the institutional framework for FBO Development
- Collaborating with other agencies in facilitating the formation, sustenance and management of new FBOs,
- Strengthening the capacities of all FBOs particularly in leadership and managerial skills.
- Providing appropriate information on credit land acquisition and marketing among others.

Objective 3

To promote best agricultural practices. Strategies to be used are:

- Collating, documenting and assessing, existing technologies (from research institutions and indigenous practices)
- Ensuring strong research-extension farmer linkages.

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- Ensuring the participation of all stakeholders in technology generation, adaptation and dissemination
- Ensuring human resource development at all levels.

2.5.2 Promoting Efficient and Effective Management and Operations of Agricultural Extension

Objective 4

Ministry of Food and Agriculture (MOFA) will increase the efficiency and cost effectiveness of publicly funded extension services. Options for improving the effectiveness and efficiency will include:

- Providing a clear definition of target beneficiaries, types of publicly funded extension they should expect to receive and the cost of providing hose services.
- Placing more emphasis on working with farmer groups
- Encouraging private sector participation in extension delivery and funding.
- Exporting the possibility of cost sharing (where a proportion of the cost of services is charged to the users of that services)
- Supporting the setting up of an Agricultural Extension Development Fund to promote private sector participation in extension
- District level planning/implementing plans
- Setting Research Agenda in participatory manner

Objective 5

To broaden extension services delivery to include other extension approaches. Strategies to be adopted to achieve this shall include:

- Reviewing various extension approaches with the view to assessing their suitability
- Developing and maintaining links with local and international organisations to identify the most appropriate approaches.

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- Supporting the development and piloting of various approaches in collaboration with private sector providers.
- Encouraging a range of organisations/agencies including NGOs, private sector companies and public organisations to provide extension service
- Elaborating extension indicators and quality standards to service providers
- Ensuring that activities of all service providers are coordinated and monitored to ensure effectiveness of service
- Training all staff (including other service providers) in the use of alternative extension approaches.
- Disseminating information on appropriate approaches to all extension services providers.

Objective 6

To ensure that appropriate institutional structures and capacity are developed at all implementation levels to operate the new Agricultural Extension Policy. Ministry of Food and Agriculture will operationalize the roles and responsibilities of the various levels of governance (national, regional and district) as defined under the decentralization process. To achieve this objective Ministry of Food and Agriculture will:

- Revise its decentralization handbook to ensure all categories of staff are clear about their roles and responsibilities.
- Enhance human resource capacity at the district level
- Monitor extension activities at the district level to ensure conformity with national extension policy
- Ensure that financial decentralization becomes operational
- Ensure that all service providers are well informed on the provisions of the new extension policy.
- Encourage the formation of operationalization of stakeholder fora at the regional and district levels to ensure the participation of all agricultural service providers in the planning implementation, monitoring and evaluation of extension.

Objective 7

To design and implement an effective monitoring and evaluation system for agricultural extension services.

Strategies include:

- Develop and implement an extension M&E system based on the MTEF framework by involving major stakeholders in planning, monitoring and evaluation of activities.
- Link M&E systems of the different levels (national, regional and district).
- Undertake baseline survey of present performance of the Agricultural Extension System.
- Develop capacity of staff in M&E activities.

2.5.3 Promoting Capacity Building for Extension

Objective 8

To attain a broad based human resource development programme by ensuring continuous capacity building of agricultural development workers. This objective will be achieved by:

- Enhancing career development through in-service training professional skills upgrading and managerial skills development.
- Training of agricultural extension workers (public and private) in areas of group formation and dynamics, gender issues, programme planning and alternative extension approaches to enable them work more effectively with farmer groups.
- Re-orientating the curricula of Agricultural Training Colleges and Universities to take into account the development of skills for the private sector NGOs, FBOs and CBOs who will be engaged in extension service delivery. Areas to be considered will include group formation, principles of financing credit administration and marketing. The curricula will also address emerging topical issues such as health, gender in agriculture and the environment.

2.5.4. Incorporating Emerging Issues into Agricultural Extension

Objective 9

To respond to the emerging issues of HIV/AIDS pandemic, environmental degradation and poverty reduction. Extension efforts will also focus on the areas of gender, equity and client empowerment as they relate to sustainable agricultural production. To achieve this objective, Ministry of Food and Agriculture will:

- Develop and implement activities that would respond to the national poverty efforts.
- Collaborating with relevant MDAs (e.g. Health, Education, Social Welfare) to fight the HIV/AIDS pandemic.
- Develop extension activities to focus on the relationship between natural resource management, poverty reduction, increased food supply and income.
- Ensure equity in agricultural services delivery by improving access to vulnerable groups, including women, the youth and the physically challenged.
- Promote environmentally friendly agricultural production activities.

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C. Forum Agenda

AGRICULTURAL EXTENSION POLICY FORUM

Tuesday and Wednesday, May 12 and 13, 2015

11:00 am – 5:00 pm, May 12

8:30 am – 5:15 pm, May 13

Best Western Accra Airport Hotel, Accra, Ghana

TUESDAY, MAY 12, 2015 ***Session Chair: Joseph Faalong, Regional Director of Agriculture, Regional Coordinating Council, Upper West Region, Wa***		
Time	***Activity***	***Responsible***
11:00 am – 12:50 pm	Registration	APSP
11:30 am – 12:30 pm	Hosted Lunch	APSP
1:00 pm – 1:25 pm	Welcome & Opening Remarks • Prayer • Modernizing Extension and Advisory Services (MEAS) • Agriculture Policy Support Project (APSP) • MOFA	Participant Dr. Paul McNamara, Director, MEAS Mr. Walter Nunez-Rodriguez, COP, APSP Dr. Kwame Amezah, Acting Chief Director, MOFA
1:25 pm – 1:45 pm	Introductions	Master of Ceremonies (MC): Mr. Theophilus Osei Owusu, Deputy Director, DAES
1:45 pm – 2:00 pm	Working Definition of Policy Purpose/Objectives of Forum, Agenda Overview, Housekeeping	Mr. Gabriel Owusu, Deputy Director, DAES
2:00 pm – 2:15 pm	Participant Expectations	Mr. Emmanuel Odame, Deputy Director, DAES
2:15 pm – 2:35 pm	Liberia's National Agricultural Extension Policy	Dr. Moses Zinnah, Director, Programme Management Unit, Ministry of Agriculture, Liberia
2:35 pm – 2:55 pm	Agricultural Extension Policy Issues	Dr. Paul McNamara, MEAS
2:55 pm – 3:15pm	Agricultural Extension Policy: Preliminary Findings from the Field	Dr. Vickie Sigman, MEAS
3:15 pm – 3:30 pm	Tea Break	
3:30 pm – 3:45 pm	African Forum for Agricultural Advisory Services (AFAAS) & Policy Standing Committee	Mr. Gabriel Owusu, DAES
3:45 pm – 4:00 pm	Ghana Policy: Overview, Themes, & Principles	Mr. Gabriel Owusu, DAES
4:00 pm – 4:15 pm	Organizing Groups by Theme	Dr. Vickie Sigman, MEAS
4:15 pm – 4:55 pm	Group Review of Policy, Discussion, & Summary Preparation by Theme	Groups/Group Facilitators
4:55 pm – 5:00 pm	Tomorrow's Activities & Close	Chair/MC

WEDNESDAY, MAY 13, 2015 ***Session Chair: Joseph Faalong, Regional Director of Agriculture, Regional Coordinating Council, Upper West Region, Wa***		
Time	***Activity***	***Responsible***
8:30 am – 8:45 am	Registration	APSP
8:45 am – 9:00 am	Opening Prayer Welcome, Review of Yesterday and Today's Activities, Announcements	Participant Chair/MC
9:00 am – 10:15 am	Group Reports: Review of Policy by Theme	Groups/Rapporteurs
10:15 am – 10:30 am	Tea Break	
10:30 am – 11:20 am	*Group Work: Progress & Constraints and Gap & Change Analyses by Theme*	Groups/Group Facilitators
11:20 am – 12:00 noon	*Group 1 & 2 Reports: Progress & Constraints and Gap & Change Analyses*	Groups/Rapporteurs
Noon – 12:05 pm	Explanation: Policy Standing Committee Sign-Up	Mr. Gabriel Owusu, DAES
12:05 pm – 1:00 pm	Hosted Lunch	
1:00 pm – 2:00 pm	*Group 3, 4, & 5 Reports: Progress & Constraints and Gap & Change Analysis*	Groups/Rapporteurs
2:00 pm – 2:15 pm	Plenary Additional Progress & Constraints and Gaps & Changes	Ms. Hannah Nyamekye, APSP
2:15 pm – 2:45 pm	Group Development of Prioritized Recommendations by Theme	Groups/Group Facilitators
2:45 pm – 3:15 pm	Groups 1 & 2 Reports: Recommendations	Groups/Rapporteurs
3:15 pm – 3:30 pm	Tea Break	
3:30 pm – 4:15 pm	Group 3, 4, & 5 Reports: Recommendations	Groups/Rapporteurs
4:15 pm – 4:40	Plenary Acting on Priority Recommendations: The Way Forward	Mr. Maxwell Agbenorhevi, Agricultural Economist, APSP
4:40 pm – 4:50 pm	Evaluation	MEAS/APSP
4:50 pm – 5:15 pm	Closing Remarks	Dr. Fenton Sands, Senior Food Security Officer, USAID/Ghana Chair

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E. Introduction to the Agricultural Extension Policy Forum

APPENDIX E.
INTRODUCTION TO THE AGRICULTURAL EXTENSION POLICY FORUM

by
GABRIEL OWUSU
(DEPUTY DIRECTOR, DAES)

MINISTRY OF FOOD & AGRICULTURE
REPUBLIC OF GHANA

PRESENTATION OUTLINE

- Working Definition of Policy
- Purpose/Objectives of Forum
- Agenda Overview
- Housekeeping

MINISTRY OF FOOD & AGRICULTURE
REPUBLIC OF GHANA

Working Definition of Policy

- A policy is a formal statement of a principle or rule that members of an organization must follow. Policies address issues important to the organization's mission or operations.
- A definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.

MINISTRY OF FOOD & AGRICULTURE
REPUBLIC OF GHANA

Purpose of the Forum

Promote policy dialogue and conduct a stakeholder review of Ghana's existing agricultural extension policy and its implementation.

MINISTRY OF FOOD & AGRICULTURE
REPUBLIC OF GHANA

Objectives of the Forum

1. Share other country agricultural extension policy experiences.
2. Develop shared understanding among forum participants of Ghana's existing national extension policy (abridged version 2005).
3. Assess policy implementation progress and constraints and gaps and possible changes in the existing policy.

MINISTRY OF FOOD & AGRICULTURE
REPUBLIC OF GHANA

Objectives of the Forum….. Cont'd

4. Develop prioritized recommendations for implementation and policy framework improvements based on review and analysis.
5. Organize a Standing Committee on Agricultural Extension Policy.

MINISTRY OF FOOD & AGRICULTURE
REPUBLIC OF GHANA

Agenda Overview

Housekeeping

- Ground Rules
- Location of tea/lunch/ bathroom facilities
- Accommodation
- Travel & Transportation

THANK YOU
FOR YOUR ATTENTION

F. Participant Expectations

(Note: Some paraphrasing for purposes of clarity.)

1. Proposals for the development of an Extension Policy elaborated.
2. Sharing of rich experiences to enhance Ghana's agricultural extension policy to ensure gender equity and improve multinational status of all in Ghana.
3. Expect Forum to come out with actionable and focused recommendations.
4. I expect to know how extension agriculture activities are well coordinated and executed with minimal cost. And that agricultural extension officers will be supported to give of their best in the district to improve food security.
5. The Policy Forum should empower the private sector to extend services to the farmers in rural areas.
6. Identify appropriate/best approaches in delivering agricultural extension in Ghana.
7. I expect that we shall have a policy that will guide the District Assemblies to offer agricultural extension and the needed support to achieve their full human resource development to promote improved agricultural extension delivery in Ghana.
8. At the end of the programme, MOFA will have a workable policy on agricultural extension.
9. Understand the agriculture extension policy of Ghana. Learn from other African countries agricultural extension policies.
10. Current state of extension policy in Ghana and identify gaps.
11. To better understand the existing policy. Be exposed to the experiences of those from diverse organisations. Then how the MOFA intends to continue the process.
12. To learn from the policy process of Ghana so as to share with other African countries.
13. My expectation is that this Forum will produce an honest and open discussion of agricultural extension policy and implementation issues.
14. To learn about the policy development process as it relates to the national agricultural extension policy.
15. That creative and innovative approaches to the delivery of extension services are discussed in support of MOFA's agricultural extension policy.
16. This workshop will come out with a working policy that would address Ghana's extension sector. The outcome of this workshop would contribute towards the development of the agricultural sector in Ghana.
17. Open dialogue to solicit opinions to shape a workable agricultural extension policy for Ghana.
18. Demand-drive a client-focus extension and advisory services in Ghana will define productivity and commercialization.
19. To get a good understanding of the agricultural extension policy and how it will work for the good of farmers.
20. To see a framework of agricultural extension policy in place.
    To get information on Government of Ghana – USAID modalities for pro-poor extension for poverty reduction, if any. To learn and share about alternative extension delivery methodologies.
21. Farmer quality of life and incomes would be improved. Empowerment of extension staff. Timely and adequate release of funds.
22. That as part of the national policy on agriculture, the District Assemblies will be mandated to come out with various policies to guide and support the development of agriculture in the district.
23. An innovative extension that is adaptive and gender responsive.
24. A policy that will push for incentives for extension agents.
25. Better understanding of the extension policy. Challenges in extension policy implementation and the way forward.
26. Build extension agent capacity to facilitate the development of farmers.
27. At the end of the programme I expect that we will come out with a very good agricultural extension policy which will ensure food security
28. Recommendation addressing pricing of extension services.
29. I hope to learn new ideas from other extension policy documents elsewhere.
30. To listen and understand about the different agricultural extension policies from other countries.
31. There will be an updated agricultural extension policy to meet the needs and aspirations of Ghana's farmers.

32. Fine-tune and further develop a national agricultural extension policy that will address the concerns of all the actors in the agricultural value chain.
33. To learn more about the agricultural extension policy.
34. Learn from other participants. Emergence of new ideas in extension. Comprehensive draft extension policy.
35. To come up with guidelines for implementation of Ghana's extension policy: source of funds, strategies for implementation, M&E.
36. To better understand how District Assemblies and District Departments of Agriculture will work together to develop local extension priorities that will have impact on local/district economies and communities.
37. To get to know more about the agricultural extension policy and the processes in Ghana.
38. To understand the steps and stages of policy review used in Ghana.
39. An adaptive extension policy. Gender reflective extension policy.
40. Learn how decentralization is working
41. Review of policy will contribute to increased agricultural productivity at the district, metro, and municipal assembly levels.
42. I expect to hear from other places/countries how policy has helped agricultural extension agents deliver better services to farmers.
43. A policy that will encompass the changing trends in the agricultural landscape.
44. By the end of the second-day of the programme, I expect that a workable strategic extension services policy will be generated that is in-line with the Government of Ghana.
45. Policy should increase farmer uptake of certified seed and extension services. An improved national extension policy.
46. I expect to learn how the agricultural extension policy can be operationalized to make extension delivery meaningful and relevant for increase agricultural productivity.

G. Liberia's National Policy for Agricultural Extension and Advisory Services

APPENDIX G.
FORMULATION PROCESS AND IMPLEMENTATION STATUS OF LIBERIA'S NATIONAL POLICY FOR AGRICULTURAL EXTENSION AND ADVISORY SERVICES (AEAS)

Moses M. Zinnah
Program Management Unit
Ministry of Agriculture, Liberia

Ministry of Agriculture — End hunger in Liberia, grow more food.

Introduction/Background

- Agriculture is central to Liberia's vision of economic transformation and wealth creation.
- Agric. sector is the largest source of direct or indirect employment of over 75% of 4 million population, and a strategic source of the country's GDP (37%).
- Liberia is a poor and fragile post-conflict country
  - Suffered 14 years (1989-2003) brutal civil war.
  - Heavy reliance on food imports (rice import accounts for about 25% of annual national budget.

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Introduction/Background

- Virtually no extension system during period of civil conflicts; public system completely collapsed.
- Rebuilding public system extremely challenged by lack of:
  - Improved profitable technologies and practices.
  - Client-input into extension processes.
  - Human, infrastructural and institutional capacities.
  - Funding.

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Agenda Setting

- Government of Liberia recognized the centrality of agriculture, especially AEAS in its "Agenda for Transformation (AfT)".
- President Sirleaf tasked Cabinet with timely development of key agricultural policies, including AEAS policy.
- AEAS was placed on the political agenda.
- AEAS policy development initiative was part of response to the AfT.

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AEAS Policy Formulation Process

- Detailed assessment of Liberia's extension and research systems was done in 2008 by USAID.
- ASES policy formulation started by Ministry of Agriculture (MOA) in 2009 with a first draft developed (reviewed and adapted ASEA policies of Ghana, Kenya, Uganda, India, etc.).
- New initiative started in 2012 to finalize policy development - supported by MOA and USAID-MEAS;

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Purpose, Vision, and Mission of Liberia's AEAS Policy

1. Characteristics of the System
   - Pluralistic (public-private partnership), decentralized, demand-driven, market-oriented, and responsive to cross-cutting issues.
2. Primary clients (smallholders), and geographic coverage (country-wide).
3. Contents (MOA and other sources), approach, and methods (group-based, but yet flexible).
4. Actor roles and responsibilities (MOA change; private-sector ↑ and MOA ↓).

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AAEAS Policy Implementation Status and Challenges

- Yet to be formally adopted by the National Legislature (delayed due to Ebola Virus outbreak and other reasons).
- Implementation action constrained by significant implementation challenges:
  - Weak public-sector capacity to coordinate pluralistic AEAS provision.
  - Decentralization facing its own challenges (lack of institutional and staff capacity and funding).

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AAEAS Policy Implementation Status

- Limited number of private sector actors with already weak delivery capacity (except for foreign-owned oil palm and rubber sub-sectors).
- Potentially willing private sector (driven by NGOs), but as yet little direction provided.
- **Devastating effects of the deadly Ebola Virus Disease that killed over 4,000 citizens and stopped all economic development efforts (including agriculture) in Liberia from the outbreak in March 2014 to May 9, 2015 when the country of officially declared Ebola free by the World Health Organization.**

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What is Needed Now?

- A Policy Implementation Strategy to guide implementation.
- Clearly defined capacity development plan.
- Champion(s) – both public and private sectors committed to driving policy implementation.
- Finance support to Implementation Strategy.
- **Targeted short, medium and long-term Economic Stabilization and Recovery Plan to overcome the devastating effects of the Ebola Virus Disease on the Agriculture Sector, including AEAS.**

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Lessons Learned

- Committed Task Force is critical.
- Importance of resources to obtain stakeholder input.
- Need clearly defined plan for all stages in the Policy Development Cycle (Problem Definition; Formulation; Implementation and Evaluation).
- Permanent Advisory Board.
- Build on momentum.

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Conclusion

- Liberia has an explicit AEAS policy and is one among the singularly few countries in Sub-Saharan Africa with such policies.
- Liberia's first National Policy for AEAS and its implementation receives the full support of senior staff of the Ministry of Agriculture including the Minister.
- AEAS Implementation process was stalled to due to Ebola Virus Disease.
- A recovery plan has been put into place to restart and forge ahead with the AEAS implementation strategy.

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THANK YOU!!

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H. Elements of Effective Extension Policies

APPENDIX H.
Elements of Effective Extension Policies: Lessons from Recent MEAS Experience

Paul E. McNamara

Accra, Ghana

May 12, 2015

Associate Professor, Department of Agricultural and Consumer Economics, University of Illinois at Urbana-Champaign; Director, Modernizing Extension and Advisory Services Project (MEAS)

Outline

- **Why invest in extension for development?**
- **What are the top policy issues?**
- **Lessons from country experiences in agricultural development**

Most of the world's poor are rural people

In 2010, over 900 million poor people (78 percent of the poor) lived in rural areas, with about 750 million working in agriculture (63 percent of the total poor). (World Bank 2015)

Farming groundnuts in Bong County, Liberia

Agricultural growth is effective in reducing poverty

"Overall, growth originating from agriculture has been two to four times more effective at reducing poverty than growth originating from other sectors." (World Bank, 2015)

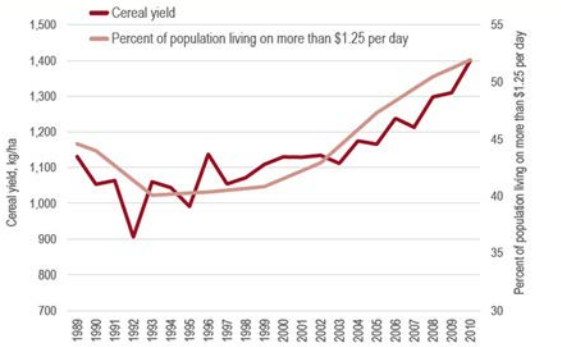
A Sierra Leonean woman farmer expanded this rice field with a micro-loan

Higher incomes help improve food security and nutrition

- In the poorest countries income growth reduces caloric deficiencies
- Estimates show a 60% increase in income per capita can lead to reduced stunting and underweight prevalence by 35% and 45% respectively (World Bank, 2015)

A Sierra Leonean farmer with cocoa seedlings in his nursery

Reducing poverty linked to agricultural productivity increases



Source: World Development Indicators, POVCAL. From Ending Poverty and Hunger by 2030, World Bank, 2015

Why invest in extension?

"Investing in extension so that it helps more farmers in more places – women as well as men, smallholders as well as commercial farmers – is the only way to reap the full benefit of innovation." (Gates Letter, 2015)

An irrigation innovation in West Africa (photo Jim Stipe)

Defining Extension

"Extension is defined broadly to include

- all systems that **facilitate access** of farmers, their organizations and other market actors **to knowledge, information and technologies;**
- **facilitate** their **interaction** with partners in research, education, agri-business, and other relevant institutions;
- and **assist** them to develop their own technical, organizational and management skills and practices."

Ian Christoplos, FAO, 2010 (emphasis added)

How? What are governments doing?

- Primary domains
  - Extension Policy
    - Extension approach
    - Coordination
    - Financing
    - Targeting – small-holders or larger commercial farmer
  - Agricultural policy and overall investment climate
    - Enabling environment for investment in the agricultural sector
  - Infrastructure
  - Extension services delivery
  - Research, regulation (inputs and environmental quality), information and direct services (veterinary, crops and pest management, etc.)

Policy issues affecting extension

- Agricultural policy
  - Fertilizer and seeds – subsidized or building a market?
  - Seed quality and seed availability, seed importation and distribution
  - All agricultural policies affecting the business and economic enabling environment for agricultural investment and operation
  - Agricultural finance policy
- Civil service staff rules and policy
- Land policy, water policy
- Budgets and financial policies
- Governance and decentralization

Policy objectives for extension

- Several different objectives for extension observed
  - Increase agricultural productivity
  - Reduce rural poverty
  - Respond to rural communities, rural development
  - Represent government in rural areas
  - Reaching underserved groups: minorities, remote communities, women farmers, youth

Pluralism

- A dizzying array of organizations involved in delivering extension services in many countries
  - Min. of Agric., Min of Local Govt, NGOs, private companies and farmers organizations, etc.
- Liberia – more than 60 NGOs, MOA, private sector and outgrower schemes
- Multiple organizations do not imply a "system"
- Ghana "Perhaps most importantly, we found a need for coordination at the national level because of the sheer number of actors and organizations operating in the agricultural extension area."

Quality

- "The quality of spending to agriculture is more important than the overall level of spending." Akroyd and Smith, 2007
- Feedback loops
  - Quality promotes support -- advocacy strategy
  - Quality promotes demand for services from farmers
- Implications for monitoring and evaluation

Training on soil testing and analysis for Ministry of Agriculture consultants (field staff) in Georgia by USAID-funded SEAS project

MEAS Country Level Observations – Some bright spots

- Devolution and decentralization offers an environment for new approaches and more local voice into extension
  - Kenya
  - Ghana
- Innovative ICT approaches and programs
- Public/Private Partnerships and private sector extension models
- A renewed commitment by some governments for rural development and extension
  - Ethiopia, Latin America examples
- Increased recognition of the importance of extension for poverty reduction and agricultural productivity

Linkages

- Rwanda "…because frontline extension workers are under MINALOC, it is not clear how MINAGRI can build the capacity of frontline extension workers. There is a need to strengthen linkages between the two ministries…"
- Ghana RELC – Research Extension Linkage Committees at regional level
  - Farmers need stronger voice on RELCs
  - "some expressed the view that the RELCs were dominated by the research side and that field extension staff and farmer organizations …do not have the ability to influence the research agenda much."

The Financing Challenge – Key Issues Identified

- Low level of support for agriculture in government budgets
  - Share of agriculture in overall budget in Asia declined from 14.8% in 1980 to 8.6% in 2002
  - CDAAP has improved this somewhat – quality issues, input subsidies, efficiency of spending
- Projectization of finance for extension
- Recurrent cost problem in extension
- Politicization of finance in extension
- Broken link between budgeting and performance

A multitude of alternatives

(modified from Birner and Anderson, 2007 and others)

Delivery Organization	Source of Financing				
	Public Sector	Private Sector Farmers	Private Sector Companies	NGOs	FBOs
Public Sector	Public sector extension	FFS provided by public sector	Private companies contract PS	NGOs contract PS	FBOs contract PS
Private Sector: Companies	Contracting	Fee For Service	Input linked ext., outgrowers	NGOs hire Private	FBOs contract Private
Private Sector: Individual Providers	Contracts, coupons	FFS, Private Service Providers		NGO hires agents	
Third Sector: NGOs	Govt contracts	Farmers pay fees		NGO hires agents, free	
Third Sector: Farmer-Based Organizations	Public support, subsidies for extension	FBO hires agents, FFS		NGO pays agents employed by FBO	Agents hired by FBO providing service to members

Ethiopia – sustained agricultural growth has led to poverty reductions

- Agricultural growth averaged 2.9% through the 1990s, and 6.2% in the 2000s
- Factors producing growth include
  - Roads and improved electricity generation
  - Political will
  - Productive Safety Net Program – rural employment using cash and food for building local infrastructure – roads, water retention structures
  - Macroeconomic stability – but a period of high inflation in 2007/08 and a foreign exchange shortage in 2009/10
  - Increased extension contributed to lowering of poverty and increased rural consumption

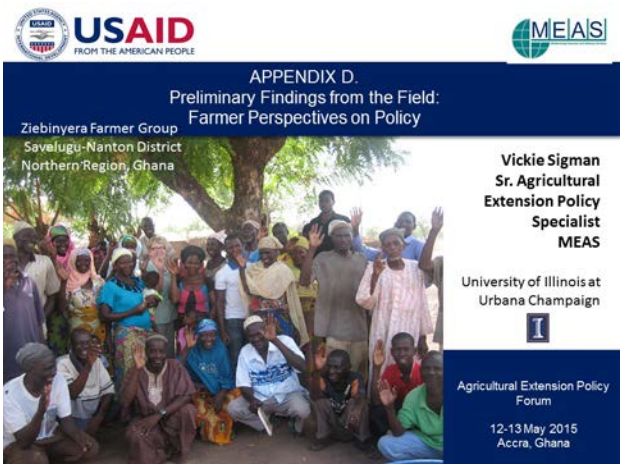
China – Broad Agricultural Growth

- Ravallion – Are there Lessons for Africa from China's Success against Poverty? 2008
- In 1981 two out of three mainland Chinese lived below $1 a day compared to 40% of people in SSA at the same time
- Trend for poverty reduction was 1.9% (1981-2004) versus 0.1% in SSA
- Despite obvious differences – population density, birth rates, income inequality, strength of governance – two lessons
  - Productivity growth in smallholder agriculture
  - "strong leadership and a capable public administration at all levels of government"

Conclusions

- Policy is a roadmap -- directs and guides – implementation and feedbacks are critical
- Across countries some commonalities
  - Importance of functioning programs and public administration
  - Political commitment or the lack thereof
- Need to identify successes and strengths in extension and build on them
- Advocacy and leadership
- New directions that build on strength
  - District level extension in Ghana
  - Partnership for extension capacity strengthening in Kenya

I. Preliminary Findings from the Field – Farmer Perspectives on Policy



Introduction

- Methodology
- Farmer Groups Interviewed
- Key Areas/Questions Explored
  - Findings
  - Possible Implications for Agricultural Extension Policy

Methodology

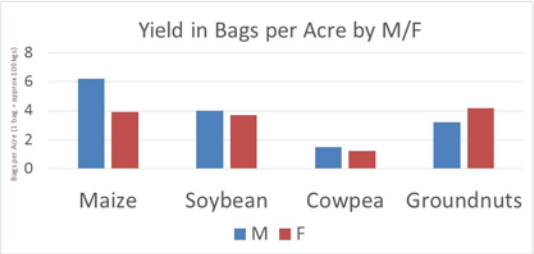
- Four Focus Group Interviews with existing Farmer Groups
  - Three in Northern Region districts, one in Upper East Region district
- Thanks for organizing and translating to district colleagues from Savelugu Nanton District, to Farmer Training Center Bolgatanga (NABOCADO), and to my colleague from UDS Tamale.

Farmer Groups Interviewed

- Group Characteristics
  - 11 male youths, new group
  - Mixed group M/F, organized for 7 years
  - All female group, organized for 4 years
  - Mix Group, Secondary-level Group – representatives from 11 first-level groups, organized for 11 years
- Total of 88 farmers; 43 men, 45 women
- Three different local languages

Crops & Yields

- Question: What are the main crops grown and yields?



Possible Policy Implications

- Focus extension activity on improving yields of key crops.
- Target crop production extension to men or women depending on their yield levels.

Farmer Interactions with Extension Agents

- Question: Do farmers consistently interact with public sector and/or NGO agricultural extension agents?
  - 2 groups AEAs (public), 2 groups NGO
  - Key Finding: Provided with limited operational funding support, public and NGO extension agents reach farmers & provide extension services.

Possible Policy Implication

- Support public sector Agricultural Extension Agents operationally, in-line with NGO extensionists, so public sector agents are positioned to reach and serve farm families.

Agricultural Extension Policy

- Question: Who makes agricultural extension policy? (government rules and regulations)
  - Response: Assembly Members and Chiefs.
  - Farmers do not seem to believe they have much influence or any effective voice in the development or implementation of policy (government rules and regs).

Possible Policy Implication

- Design and support a system and mechanisms to fully engage farmers in agricultural extension policy development, implementation, monitoring, and evaluation.

Decentralization

- Question: What is known about decentralization? (power to the District Assemblies)
  - Very large majority never heard of this but most all had heard of District Assemblies-knew of their Assembly Member.
  - Five were aware: via Best Farmer event, request to register Farmer Groups--MOFA now under District Assemblies.

Possible Policy Implication

- Develop and implement a plan to create greater awareness and deeper understanding among farmers of decentralization: what is it, its purpose, why it could make a difference to farmers, etc.

Farmer Demand

- Question: Do farmers believe they can tell AEAs what type of training they need?
  - Farmers can say but AEAs can say, but this is what we have.
  - Some farmers have more influence on NGO training due to needs assessment processes.
  - Except for ext agents, farmers do not know where they could go to express their extension needs.

Possible Policy Implication

- Build a demand-driven system whereby farmers are facilitated in articulating their agricultural extension needs through to higher levels of government.

Channels

- Question: How might farmer extension needs be best relayed to higher levels of government?
  - Key Findings: Primarily through AEAs, NGOs, Chiefs, Assembly Members, tractor service providers.

Possible Policy Implications

- Clarify the roles of these actors in the policy process.
- Build on these existing channels to facilitate farmer input to extension programming.

J. Establishing and Strengthening National Multi-Stakeholder Platforms

APPENDIX J.
Establishing and Strengthening National Multi-Stakeholders Platform- Country Forum: The experience of AFAAS and GFAASS

By
Gabriel Owusu
Focal person, Ghana

12 May 2015
Accra, Ghana

Critical Gaps in AEAS

- No continent-wide framework for supporting institutional development of AEAS
- Lack of mechanisms to develop synergies in AEAS between countries
- Information exchange not adequate
- Low capacity of AEAS to address current challenges and Opportunities

Introduction

- The African Forum for Agricultural Advisory Services (AFAAS) is the umbrella organisation for AEAS in Africa.
- To create efficient, effective and synergistic linkages and partnerships among AEAS of member countries to improve the delivery of these services to farmers.
- Operates within the framework of Pillar IV of the Comprehensive Africa Agriculture Development Programme (CAADP)

Evolution of AFAAS

- First networking Symposium and General Assembly *Kampala, 2004 (7 countries)* → Sub-Saharan African Network on Agricultural Advisory Services (SSANAAS),
- Second Symposium & General Assembly Kampala, 2006 (14 countries) → African Forum for Agricultural Advisory Services (AFAAS)
- Third Symposium & General Assembly Accra, 2011 (36 countries) → Strategic Plan
- Africa Wide Extension Week 2013 (Botswana , 40 Countries) → Ratification: Documents , ED, etc

AFAAS Vision and Mission

Vision: AEAS that effectively & efficiently contribute to sustained productivity, profitability & growth of African agric. for poverty reduction

Mission: Promote lesson learning & add value to initiatives in AEAS through sharing of information & increased professional interaction

AFAAS and the Role of CFs

Country Forums

- The CFs are building blocks of AFAAS
- Brings together AEAS actors
- Leads AEAS development at national level – linking AEAS stakeholders with CAADP process
- Information exchange
- Shares lessons
- Identifies opportunities for providing services to each other
- Innovation on AEAS

AFAAS Secretariat

- Facilitates alignment with AFAAS and FAAP
- Links CFs regionally and continentally for sharing and learning
- Capacity strengthening

CF Establishment Process

- Expression of interest from key stakeholders in a country
- Sensitisation of stakeholders in the country by AFAAS/CF focal point person
- Assessment of organisational and institutional status of AEAS stakeholders
- Facilitation of the process of establishing a country forum
- Facilitation of a CF to develop a strategic plan

Factors for success

- Champions who can mobilise stakeholders and resources
- Awareness creation
- Sustainable financing mechanism
- Pool of experts to support the CF members
- Capacity building of the CF members
- Stakeholders' ownership of the CF

Challenges

- Membership contribution
- Huge number and variety of actors
- How to get everybody represented (inclusive)
- Failures of Past attempts
- Balancing public and private sector actors' participation

Global Level (GFRAS)

RAS regional networks

Where are we now?????

Forum for Agricultural Advisory Support and Services, Ghana

- Interim Committee in place
- The Committee deliberated on issues and this was supported by GIZ.
- Constitution in place
- Regional validation of the constitution

Forum for Agricultural Advisory Support and Services, Ghana

- it is a legal entity called **Forum for Agricultural Advisory Support and Services, Ghana (GFAAS).**
- An MOU has been developed between GFAAS, AFAAS and DAES for the hosting and program implementation arrangements.

The Way Forward

- There is the need for Official launching of the **Ghana Forum (GFAAS)**
- Members mobilization
- Advocacy and lobbying on AEAS issues
- Fund raising to sustain the forum
- Mobilize stakeholders to implement extension policy

Thank you for your attention!

For more information visit:
Website: www.afaas-Africa.org

K. Overview of Ghana's Agricultural Extension Policy

APPENDIX K.
OVERVIEW OF GHANA'S AGRICULTURAL EXTENSION POLICY

by
GABRIEL OWUSU
(DEPUTY DIRECTOR, DAES)

MINISTRY OF FOOD & AGRICULTURE REPUBLIC OF GHANA

PRESENTATION OUTLINE

- Background
- Guiding Principles
- Themes of the Extension Policy

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Background

- Commodity-based extension (1980's) to a knowledge-based extension
- Based on a 'single line of command structure' with the centre making most of the operational decisions.
- Low financial contribution by central government.

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Background…..cont'd

- Private sector participation in agricultural service provision including extension.
- The decentralisation of MOFA demands a change in strategies for extension services delivery.
- Emerging issues such as the HIV/AIDS pandemic, empowerment of farmers, environmental degradation and poverty reduction needed to be tackled within the extension delivery system.

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Background…..cont'd

Mission Statement

MoFA (DAES) will work with the regional and district administrations to ensure that extension services contribute in an effective and efficient way towards social and economic development of Ghana.

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Guiding Principles

Extension services delivery will be guided by set of principles:

- Extension services will be more demand-driven and client focused.
- Pluralistic, flexible and responsive to the changing socio-economic environment of the rural sector.

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Guiding Principles

- Provision of adequate extension service to small-scale resource poor farmers with special attention to women, the youth and the physically challenged.
- Funded by government.
- Establish a high degree of financial sustainability through enhanced planning and prioritisation of commitments.

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Guiding Principles…….contd

- Agricultural extension should be open to new funding mechanisms
- The private sector would be encouraged to finance and engage in agricultural extension services delivery

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Guiding Principles…… contd

- Decentralisation of government functions to the District Assemblies
- Representative perspectives about the requirements of the farming community will be obtained by involving the community in problem identification, planning, implementation and evaluation of extension services

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Guiding Principles…… contd

- Agricultural extension (both public and private) will be cost effective and ensure accountability to beneficiaries and other stakeholders
- Extension services would be more pro-active in developing business and marketing skills of farmers

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Guiding Principles…… contd

- Extension service delivery will be monitored by the District Assemblies in conjunction with MOFA and farmers to ensure high quality of services provided by the private sector
- Human resource development should be continuous and intensified at all levels.

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Themes

Five major themes have been derived from the policy.

1. Farmer Demand-Driven Extension
2. Management and Operations of Extension: Part A
3. Management and Operations of Extension: Part B
4. Capacity Building for Extension
5. Incorporating Emerging Issues.

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Themes…… cont'd

THEME	POLICY OBJECTIVE	FRAMED BY GUIDING PRINCIPLE
IV. CAPACITY BUILDING FOR EXTENSION	#8. To attain a broad based human resource development program by ensuring continuous capacity building of agricultural development workers.	(10) Human resource development will be a continuous and intensified process.

MINISTRY OF FOOD & AGRICULTURE REPUBLIC OF GHANA

THANK YOU

MINISTRY OF FOOD & AGRICULTURE REPUBLIC OF GHANA

L. ORGANIZATION OF WORKING GROUPS BY POLICY THEME

Dear Forum Participant:

At the Forum, working groups will be organized around each of five themes from the Ministry of Food and Agriculture (MOFA), Directorate of Agricultural Extension Services (DAES), *Agricultural Extension Policy* (Abridged Version 2005)[7]. These themes are identified in the Theme Chart (following on page 2 of this document) along with their corresponding Policy Objectives and related Guiding Principles, all from the *Policy*.

You will be asked to select a group/theme in which to participate. We will appreciate your working with that particular group/theme over the two days of the Forum. To promote dialogue and exchange of ideas and experiences, we would like groups to be comprised of a mix of 10-12 people maximum from the different sectors (public, private, and civil society) and from the different geographic areas represented at the Forum.

There will be three group exercises:

1. Review, summarize, and report out on the theme.
2. Analyze progress and constraints to progress as well as gaps and changes related to the theme, and report out.
3. Develop prioritized recommendations addressing theme constraints, gaps, and changes and report out.

To facilitate your timely selection of a group/theme, please review the Theme Chart in advance.

THEME CHART: AGRICULTURAL EXTENSION POLICY CONTENT CATEGORIZED BY THEME

	FROM 2005 AGRICULTURAL EXTENSION POLICY DOCUMENT	
THEME	***POLICY OBJECTIVE*** ***(see policy pp 11-16 for details)***	***FRAMED BY POLICY GUIDING PRINCIPLE*** ***(see policy pp 10-11 for complete text)***
I. **FARMER DEMAND-**	#1. To promote farmer driven extension and research to ensure that services provided are relevant to farmers.	(1) Services will be more demand-driven and client-focused.

[7] Copy included in your folder.

	FROM 2005 AGRICULTURAL EXTENSION POLICY DOCUMENT	
THEME	***POLICY OBJECTIVE*** ***(see policy pp 11-16 for details)***	***FRAMED BY POLICY GUIDING PRINCIPLE*** ***(see policy pp 10-11 for complete text)***
DRIVEN EXTENSION **(pp 12-13)**	#2. To empower farmers through the formation and development of FBOs in the areas of marketing and agro-processing in collaboration with the Department of Co-operatives (DOC).	(8) Services will pro-actively develop farmers' business and marketing skills.
	#3. To promote best agricultural practices.	
II. MANAGEMENT AND OPERATIONS OF EXTENSION: PART A **(pp 13-14)**	#4. MOFA will increase the efficiency and cost effectiveness of publicly funded extension services.	(3) National system will ensure services to small-scale and poorly resourced farmers, with special attention to women, youth, and the physically challenged. (4) Public sector funding of services will aim toward financial sustainability. (5) Extension will be open to new funding mechanisms. (7) Private sector financing and engagement in service delivery will be encouraged.
	#5. To broaden extension services delivery to include other extension approaches.	(2) Services will be pluralistic, flexible, and responsive.
III. **MANAGEMENT AND OPERATIONS OF EXTENSION: PART B** **(pp 14-15)**	#6. To ensure that appropriate institutional structures and capacity are developed at all implementation levels to operate the new Agricultural Extension Policy. MOFA will operationalize the roles and responsibilities of the various levels of governance (national, regional and district) as defined under the decentralization process.	(6) Nature and level of publicly-funded services will be determined by District Assemblies in consultation with farmers and other stakeholders.
	#7. To design and implement an effective monitoring and evaluation system.	(9) Monitoring of services will be carried-out by District Assemblies along with MOFA and farmers.
IV.	#8. To attain a broad based human resource development programme by ensuring	(10) Human resource development will be a continuous and intensified process

	FROM 2005 AGRICULTURAL EXTENSION POLICY DOCUMENT	
THEME	***POLICY OBJECTIVE*** ***(see policy pp 11-16 for details)***	***FRAMED BY POLICY GUIDING PRINCIPLE*** ***(see policy pp 10-11 for complete text)***
CAPACITY BUILDING FOR EXTENSION **(pp 15)**	continuous capacity building of agricultural development workers.	
V. **INCORPORATING EMERGING ISSUES** **(pp 16)**	#9. To respond to the emerging issues of HIV/AIDS pandemic, environmental degradation and poverty reduction. Extension efforts will also focus on the areas of gender, equity and client empowerment as they relate to sustainable agricultural production.	

M. Organizing Groups by Theme

Modernizing Extension and Advisory Services

APPENDIX M.
Organizing Groups by Theme

Agricultural Extension Policy Forum

Accra, Ghana
12-13 May 2015

Vickie Sigman
Sr. Ag Ext Policy Specialist
MEAS
University of Illinois

Groups

- Already signed-up
- Five groups, each organized around a Theme
- Groups: 10-12 people, mix from sectors, geographic areas
- Same Group
- Group Facilitator
- Select Chair and a Rapporteur

Themes

- "Organization of Working Groups by Theme" hand-out
  - Themes
  - Objectives
  - Guiding Principles

Tasks

Over the two days, three tasks:

BY THEME

Review
Summarize
Report Out

→

Analyze progress, constraints, gaps, and changes
Report Out

→

Develop recommen-dations
Report Out

Sign-Up

- Have signed-up:
  - Join your group and facilitator.
  - Flexibility in group membership.
- Have not signed-up:
  - Find the group.
  - May need an alternative.

Where?

- Facilitators will be standing-by to take you to your meeting room.
- Some groups meet here, some upstairs.

  - RECONVENE HERE AT 4:55 PM

Find your Facilitator and Group
Wait a Moment Please

Group	Facilitator	Where
1. Farmer Demand	Mr. Maxwell Agbenorhevi	Front left of room (facing the back)
2. Mgm't of Ext: Part A	Dr. Paul McNamara	Front right of room (facing the back)
3. Mgm't of Ext: Part B	Mr. Gabriel Owusu	Middle back of room (facing the back)
4. Capacity Building	Mr. Oliver Ferguson	Left back of room (facing the back)
5. Emerging Issues	Ms. Hannah Nyamekye	Right back of room (facing the back)

Please join your group.

Any questions?
Please go now
and join
your
group.

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- **to Share** — to copy, distribute and transmit the work
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- **Attribution** — Users must attribute the work to the *author(s)/institution* (but not in any way that suggests that the authors/ institution endorse the user or the user's use of the work).

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www.meas-extension.org

N. Theme I – Farmer Demand-Driven Extension

APPENDIX N:
Theme I: Farmer Demand-Driven Extension

GROUP 1 – MEMBERS

APPENDIX AA.
THEME 1: FARMER DEMAND-DRIVEN EXTENSION
GROUP 1

MEMBERS:

1. Yussif Sulemana
2. William Boakye-Acheampong
3. John Awuku Dziwornu
4. Vincent Subbey
5. Sampson Eshetu
6. Sunipa Das Gupta
7. Mahamadu Yakubu Masuid
8 Mahama Alhassan Seidu
9. Malex Alebikiya
10. Daniel B. Kurinaah
11. Facilitator: Maxwell Agbenorhevi

Exercise 1: Summary

FARMER DEMAND-DRIVEN EXTENSION

Objective 1: To promote farmer driven extension and research to ensure that services provided are relevant to farmers.

Explanation: Farmers play a lead role in defining the type of services that they need i.e. bottom-up approach

To increase farmers' voice, leadership and ownership in solving their problems i.e. research and production problems

Objective 2: To empower farmers through the formation and development of FBOs in the areas of marketing and agro-processing in collaboration with the department of cooperatives

Explanation: Build strong farmer institutions for a collective voice to ensure participation in decision making, advocacy and access to relevant information

Objective 3: To promote best agricultural practices

Explanation: Managing existing technologies and participatory generation of new ones – i.e. scaling down and scaling up.

Exercise 2:
Progress, Constraints, Gaps, Changes

FARMER DEMAND-DRIVEN EXTENSION

Objective 1: To promote farmer driven extension and research to ensure that services provided are relevant to farmers.

PROGRESS AND CONSTRAINTS OBJECTIVE 1 – To promote farmer driven extension and research

PROGRESS	CONSTRAINTS
• Establishment of RELCS • Institution of bottom up planning process • Creation of farming systems research approach in various ecological zones	• Inadequate funding to promote RELCS activities • Limited appreciation of alternative models of farmer driven extension – agricultural innovation systems

PROGRESS AND CONSTRAINTS OBJECTIVE 2 – To empower farmers through the formation and development of FBOs

PROGRESS

- Formation of FBOs by relevant stakeholders – private and public
- Capacity building of farmers, AEAs, etc.

CONSTRAINTS

- Lack of coordination among different extension service providers at all levels
- Lack of coordination among the various FBOs
- Lack of implementation strategy for FBO at all levels
- Low capacity of extension service providers in FBO development

PROGRESS AND CONSTRAINTS OBJECTIVE 3 – To promote best Agricultural practices

PROGRESS

- Information and resource Centre is in place
- There are AEAs in all the districts in the country
- Efforts by government to support best agricultural practices through externally funded projects – Roots and tubers, WAAPP, GCAP and other USAID projects.
- Research has released a number of improved varieties into the system

CONSTRAINTS

- Limited numbers of frontline staff
- Lack of knowledge management strategy and central depository of agricultural innovations and evaluation reports
- Lack of strategies and mechanisms of identification and implementation of innovations (agricultural practices, technologies, approaches and methods)
- Limited resources to implement extension delivery
- Weak linkage of the input and output supply market system
- Limited reliability of agricultural data

Exercise 3: Recommendations

Exercise 3: Recommendations
Promoting farmer demand driven extension

GAP	RECOMMENDATION
• Lack of coordination among different extension service providers at all levels • Lack of coordination among the various FBOs • Lack of implementation strategy for FBO at all levels • Low capacity of extension service providers in FBO development	Review and update FBO development policy and strategy at the directorate of agricultural extension services implementation by all stakeholders
No district level multi stakeholder planning and implementation platform at the district level in relation to RELCS activity.	Establish a multi stakeholder planning implementation platforms for agriculture development at the district level

O. Theme II – Management and Operations of Extension Part A

APPENDIX O.
Theme II: Management and Operations of Extension: Part B (Finance, Approaches, Targeting, Private Sector)

GROUP 2 MEMBERS

- Seth R.K Ashiaman
- Hlamalani Ngwenya
- Paul McNamara
- Solomon Atigah
- James Kombiok
- Francis Neindow
- Ayesha Hakeem
- Queronica Q. Quartey
- Emmanuel A. Odame

Exercise 1: Summary

Review, summarize and report out on the theme

Objective 4

- Policy has an intent to promote an efficient and effective management and operations of agricultural extension.
- It seeks to increase MOFA's efficiency in terms of costs and services and suggests some methodologies which include developing innovative funding mechanisms for services, Extension services are to meet the needs of Districts' plans and the research agenda should be demand driven.

Objective 5

- Seeks to broaden extension services delivery, through:
- reviewing local and international extension approaches, piloting some approaches, and promoting the scaling up of effective approaches including encouraging multiple actors.

THANK YOU

Exercise 2: Progress, Constraints, Gaps, Ghanges

	Progress	Gaps	Recommendations	
1. Providing a clear definition of target beneficiaries, types of publicly funded extension they should expect to recieve	Clearly defined target group with emphasis on smallholders	Targeting of women farmers remains a concern, insufficient AEAs to reach all farmers, areas that are not being served by projects fall through the cracks because of lack of funds, opportunity for improved coordination can increase targeting		

	Progress	Gaps	Recommendations	
2. Placing more emphasis on working with farmer groups	Training on farmer groups, handbook on farmer group organization, officer in charge of FBOs at national and regional level, track number of fbos at District	Inequities exist within fbos for women farmers, some womens groups exist but need capacity development, competition across fbo umbrella groups at the national level		

	Progress	Gaps	Recommendations	
3. Encouraging private sector participation in extension delivery and funding	NGOs mobilize funds, private sector extension in cocoa and other commercial value chains, outgrower extension, input supplier extension	Inadequate coordination among stakeholders at the district level; no incentive for private participation in extension		

	Progress	Gaps	Recommendations	
4. Exploring the possibility of cost sharing (where proportion of the cost of services is charged to the users of that services)				

	Progress	Gaps	Recommendations	
5. Supporting the setting up of an Agricultural Extension Development Fund to promote private sector participation in extension	Government of Ghana initiated through world bank assistance	Lack of political will to sustain		

	Progress	Gaps	Recommendations	
6. District level planning/implementation plans	There is some progress made through district planning session coupled with composite budgeting	No funds are received to fund the plans		

	Progress	Gaps	Recommendations	
7. Setting Research Agenda in participatory manner	Farmer resources and constraints have been identified through districts and regional planning sessions. Government has supported agric research through projects and programmes	Inadequate funding to support the research agenda		

	Progress	Gaps	Recommendations	
1 Reviewing various extension approaches with the view to assessing their suitability	Reviews have been conducted and assessments			

	Progress	Gaps	Recommendations	
2. Developing and maintaining links with local and international organizations to identify the most appropriate	Ecowas review (?), ministry review/			

	Progress	Gaps	Recommendations	
3. Supporting the development and piloting of various approaches in collaboration with private sector providers	Some progress – CARE private sector providers,	More to do		
4. Encouraging a range of organizations/agencies including NGOs, private sector companies and public organizations to provide extension service				

	Progress	Gaps	Recommendations	
5. Elaborating extension indicators and quality standards to service providers	Not much has been accomplished			
6. Ensuring that activities of all service providers are coordinated and monitored to ensure effectiveness of service	Coordination remains a concern and coordination is an area where significant work needs to be done			

	Progress	Gaps	Recommendations	
7. Training all staff	Trainings through projects – WAAPP, ATT,			
8. Disseminating information on appropriate approaches to all extension services providers	Projects have been disseminating technical approaches, a sufficient platform does not yet exist	Needs for Ghana AFAAS affiliate to promote sharing of best fit approaches to network of providers		

Exercise 3: Recommendations

Recommendations: Promoting Efficient and Effective Management

- (Add a sentence: Ministry of Food and Agriculture (MOFA) will increase …. MOFA will provide an enabling environment, facilitate and support effective demand-driven District Department of Agriculture, private sector and NGO extension services, within the decentralized system. Options for improving the effectiveness….

Recommendations

- Gender targeting of program resources for both service providers and beneficiaries.
- Utilize private sector providers and NGOs to increase the number of women extension workers.
- Strengthen women-based fbos.
- Extension service providers should strengthen social mobilization and technical capacities of farmer groups and fbos to obtain services they require.
- Supporting the setting up of an Ag Exten Development Fund to promote and coordinate private sector and MMDA participation in extension services delivery.

Recommendations

- "Setting research agenda in a participatory manner to promote demand driven extension services delivery."
- Promote the use of volunteers and lead farmers in extension program.

P. THEME III – MANAGEMENT AND OPERATIONS OF EXTENSION PART B

APPENDIX P:
Theme III: Management and Operations of Extension: Part B (Decentralization & M&E)

Group 3 - Members

LIST OF GROUP 3 MEMBERS

- AWAL SUHUYINI
- ANTOINETTE NYAKPENU
- ISSAKA B. BASINTALE
- HARUNA A. ZURE
- ZIM ALHASSAN
- JOSEPH Z. FAALONG
- SETH D. BOATENG
- OWUSU GABRIEL

Exercise 1: Summary

SUMMARY OF OBJECTIVE 6&7

- TO FACILITATE INSTITUTIONAL REFORMS TO IMPLEMENT COLLABORATIVE EXTENSION SERVICES THAT INTEGRATE OPERATIONS AT THE RELEVANT GOVERNANCE LEVEL*
- TO DESIGN AN INSTITUTIONAL FRAMEWORK OF MONITORING AND EVALUATION OF EXTENSION SERVICES AT ALL LEVELS

Thank You

EXERCISE 2: Progress, Constraints, Gaps, Changes

PROGRESS	CONSTRAINTS	GAPS	CHANGE ANALYSIS
▪ M&E Unit at the Ministry and Regional Offices ▪ Presence of Extension Units at all levels	• Low M&E Capacity Index at the District level ➢ Knowledge ➢ Accountability ➢ Low budgetary allocation at all levels ➢ Clear understanding of roles and responsibilities ➢ Inadequate AEAs	• No functional M&E Unit for Extension Unit at the Ministry and Region • Low Extension Services Delivery activities in the District Plans and Budgets • Lack of mandatory standing Agric Sub-committees	Extension by radio, E-Extension, Evidenced-Base Extension Accountability in terms of Extension Monitoring

Exercise 3: Recommendations

RECOMMENDATIONS

S/No.	Recommendation	Score	Rank
1	Alternative Extension services method (i.e. e-Extension, radio/TV extension, etc)	4	3
2	Adequate budgetary provision for Agriculture and Extension Services from the District IGF & DACF	6	1
3	Establishment of a mandatory Agriculture sub-committee at the District Assembly	5	2
4	Establishment of a performance based assessment	2	5
5	Establishment of a functional PM&E at all levels	4	3

Q. Theme IV – Capacity Building for Extension

APPENDIX Q:
Theme IV:
Capacity Building for Extension

Group Members

- Victor Lolig
- Dr. Bernard My-Issah
- Martin A. Kuzie
- Charles Akwotiga
- Kwaku-M Nudanu
- Hawa Musah
- Nana Aisha
- Wyomia Boamah
- Oliver Ferguson

Exercise 1: Summary

Objective 8

- **Imparting knowledge and skills to frontline staff (Public and Private). Covering broad based capacity building.**
  - ***For Staff*** Provide technical and management skills to frontline staff, to ensu they are able achieve career advancement and personal ambition.
  - ***For Farmers*** Gives an overview of relevant services that should provided by the extension system(public and private).
    - *Eg.* Gender issues, group formation and dynamics.
  - ***For Educational Institutions*** Consultation with stakeholders to help develop curricula to address changing needs of the sector.
    - *Eg Financing, Administration, marketing, health.*

Exercise 2: Progress & Constraints, Gaps & Changes

AREAS OF PROGRESS

- **Most training is demand driven based on needs determined on the ground**
  - MOFA has been utilizing M&E data collection to determine training needs.
  - NGOs and other private actors also develop training based on feedback from stakeholders
- **There is increased use of data analysis to determine training needs**
  - MOFA has recently introduced 'results based' reporting
- **NGOs are heavily involved in financing and providing 'in-service' training for frontline staff (public and private).**
  - Collaborate with MOFA to organize and deliver training

CONSTAINTS

- **MOFA should be providing monthly training, but has not been able to because of lack of resources**
  - Trainings are often merged with monthly meetings and isn't adequate
- **It is difficult to access up to date information in country**
- **It is difficult to obtain current and accurate data to determine farmer needs**
- **Because of the large numbers of extension actors, there can be duplication of training**
  - Some civil society organizations don't formally notify Districts of activities
- **Inadequate access to testing facilities (eg. soil testing) and sufficient data to track training**

CONTRAINTS

- **Private sector providers also face inconsistent financing**
- **Private providers do not provide training for overall career development of frontline staff**
- **There is currently a freeze on hiring new staff or replace retiring staff**

GAPS

- **Inadequate consultation of stakeholders in curriculum developme**
- **Support for logistics for extension officers to deliver information t the farmers**
- **Uncertainty within the public system as to who is responsible for training in decentralization process (Dist? Region? Central?)**
- **Farmer behaviour and attitude towards farming**

CHANGE ANAYSIS

- **Training needs to be timely and relevant**
- **Broader consultation with training institutions and stakeholders o the design of curriculum**
- **Clear definition of roles and structure under decentralization structure**
- **Consistent source of funding for agriculture development (DACF, DDF, IGF)**
- **Behavioural and attitudinal training for famers**
- **Training for addressing the needs along the entire value chain**
- **Informal education for farmers (functional literacy)**

CHANGE ANALYSIS

- Strenthening FBOs to be able to serve themselves (farmer to farme training)
- Harmonizing information and technology by various stakeholders
- All stakeholders should make themselves known formally in districts/regions
- Development of infrastructure to help promote service delivery
- Continue to promote results based reporting

GROUP 4
EXECERCISE #3

Prioritized recommendations

EXERCISE 3: Recommendations

RECOMMENDATIONS

- **Frequent demand driven training which is gender sensitive and responsive to farmers needs.**
- **Clearly defined capacity development plan**
- **Collaboration between public and private sector**
- **Good understanding of the policy by all stakeholders**

RECOMMENDATIONS

- **The policy should outline funding of capacity building DDF/DACF/ PPP/ IGF/GOG etc. as possible funding sources**
- **The policy should harmonize capacity building activities of all stakeholders(training institutions, non-state actors, MOFA etc) within the extension service sector**

R. Theme V – Incorporating Emerging Issues

APPENDIX R:
THEME IV:
INCORPORATING
EMERGING ISSUES

Group 5

- Chair : Dr Moses Zinnah
- Rapporteur : Victoria Adongo

Members

- Oladele OI
- Alphensus Belane
- Ayambire Akaditi
- Hawa Musah
- Mary Opoku-Asiama
- Anna Antwi
- Kofi Boafo

Exercise 1: Summary

- Emerging Issues are Contemporary issues that have a direct and indirect impact on Agriculture

Exercise 2:
Progress & Constraints
and Gaps & Changes

Progress and Constraints, Gaps & Change Analyses

Themes	Progress	Constraints	Gaps	Changes
Health Issues (HIV/AIDS)	Government program addressing health issue at the ministry level in collaboration with MOH, CSOs , NGOs & development partners Designated unit in MOFA in	Slow behavioral change of population Inadequate personnel; Inadequate funding;	Climate Change & Climate Smart Agriculture issues Child Labour Food Safety and Nutrition Youth in Agriculture	Develop detailed implementation strategy and action plan to measure how the policy is addressing emerging issues, (e.g. 5 domain of women empowerment - agricultural production, resources, income,

Health Issues (HIV/AIDS)	Government program addressing health issue at the ministry level in collaboration with MOH, CSOs , NGOs & development partners Designated unit in MOFA in collaboration with EPA	Slow behavioral change of population Inadequate personnel; Inadequate funding;	Climate Change & Climate Smart Agriculture issues Child Labour Food Safety and Nutrition Youth in Agriculture	Develop detailed implementation strategy and action plan to measure how the policy is addressing emerging issues, (e.g. 5 domain of women empowerment - agricultural production, resources, income, leadership and time)
Environmental degradation			Urban Agriculture	

- GAP: Natural Resource Management and Associated causes

Exercise 3: Recommendations

Theme: Incorporating Emerging Issues

Recommendations

- Continuous updating of emerging issues in the AEAS policy and ensure training of staff to respond to the emerging issues
- Develop linkages with relevant institutions on emerging issues for e.g. Nutrition, gender, and, health etc.
- Joint utilization of resources on cross cutting issues among relevant institutions
- Emerging issues should be mainstreamed in the agenda of MOFA and collaborating organizations

Prioritized Recommendation

- Continuous updating of emerging issues in the AEAS policy and ensure training of staff to respond to the emerging issues

S. Extension Policy Standing Committee Members

Ms. Victoria Adongo	Programme Manager	Peasant Farmers Association of Ghana (PFAG)	0302 254518; 024 4657451	peasantfarmersghana@yahoo.com
Mr. Seth Ashiamah	Executive Member	AFAAS-Ghana Chapter	0243 235 659	ashiamah.seth@yahoo.com
Mr. Mahama Alhassan Seidu	Lead Farmer	Savelugu-Nanton District - Northern Region	024 355 1953	c/o Mr. Francis Neindow francisneindow@gmail.com
Ms. Queronica Quartey	Representative	Action Aid	020 823 0178	Queronica.quartey@actionaid.org
Mr. Malex Alebikiya	Executive Director	Association of Church-based Development NGOs (ACDEP)	024 478 5305	amalex@acdep.org
Mr. Vesper Suglo	Agricultural Consultant	Private Sector	024 438 8275	jackvesper@yahoo.com
Mr. Maxwell Agbenorhevi	Agricultural Economist	Agricultural Policy Support Project - USAID Ghana	057 769 9985	magbenorhevi@agripolicyghana.org
Mr. Joseph Yeng Faalong	Regional Director	Upper West Region	020 202 6411	joefaalong2000@yahoo.co.uk

T. Participant Evaluation Form

The Forum has several stated objectives and some expected results.

For each question below please put an X in the box that best describes your opinion.

When completed, please fold and give this sheet to one of the Forum Facilitators.

	Completely Disagree	Mostly Disagree	Slightly Disagree	Slightly Agree	Mostly Agree	Completely Agree
1. Shared understanding of Ghana's current national Agricultural Extension Policy was developed among Forum participants.						
2. I was able to voice my opinions and perspective on the issue of extension policy in Ghana.						
3. Policy implementation progress and constraints were assessed.						
4. Gaps and possible changes in the existing policy were identified.						
5. Recommendations to address constraints to progress were identified.						
6. Recommendations to address gaps and possible changes were identified.						
7. Ways to move forward with recommendations developed were identified.						
8. The opinions and perspectives of key stakeholders have been heard and taken into account in this Forum.						
9. Overall, high quality work was accomplished at the Forum.						

Any comments you may have about the content and quality of the Forum will be much appreciated.

_____

_____

_____

_____

_____

_____

Thank You

U. Participant Evaluations and Participant Comments

Results of Participant Evaluations (number of cases: 40)

Percent Participants Responding

	Completely Disagree[8]	Mostly Disagree	Slightly Disagree	Slightly Agree	Mostly Agree	Completely Agree
1. Shared understanding of Ghana's current national Agricultural Extension Policy was developed among Forum participants.	3%	0%	5%	16%	42%	34%
2. I was able to voice my opinions and perspective on the issue of extension policy in Ghana.	5%	0%	3%	5%	40%	48%
3. Policy implementation progress and constraints were assessed.	5%	0%	0%	10%	45%	40%
4. Gaps and possible changes in the existing policy were identified.	5%	0%	5%	0%	48%	43%
5. Recommendations to address constraints to progress were identified.	5%	0%	0%	5%	48%	43%
6. Recommendations to address gaps and possible changes were identified.	3%	0%	0%	3%	58%	37%
7. Ways to move forward with recommendations developed were identified.	0%	3%	5%	13%	38%	43%
8. The opinions and perspectives of key stakeholders have been heard and taken into account in this Forum.	0%	3%	0%	8%	51%	38%
9. Overall, high quality work was accomplished at the Forum.	3%	0%	0%	8%	56%	33%
Total across Questions	3%	1%	2%	7%	47%	40%

[8] One or two respondents completely disagreed with the majority of statements. One stated this was largely because the Forum should have invited more people from the South. Why the other respondent completely disagreed with the majority of statements is not known.

Participant Comments (some paraphrasing for purposes of clarity):

1. The commitment to the review of the policy document was made by key stakeholders. The review was represented by a wide-range of key institutions and is was widely-accepted that there is need to work to finalize the document. The commitment to the process is high.
2. Several unrealistic approaches and recommendations that do not take realities into account, worry me.
3. There was deep content of high quality. Perhaps to consider course of studies leading to higher qualifications for extension staff. Capacity building should not only consider in-service or on-the-job training.
4. The policy document is excellent. The only problem is that we have lost 10 years which must be made-up first.
5. Hotel accommodation was not properly planned for the first night by USAID. I had to pre-finance the first night. Facilitators were excellent! The process was participatory.
6. At least some logistics should have been provided for those from Accra.
7. The way forward for the development of this policy document is for champions to lead the way with political commitment.
8. Was great but need more time for group work where issues were discussed.
9. The Standing Committee should agree to their first meeting date before the end of the workshop.
10. One and one-half days seems too short for Forum tasks. Overall, good and impressive Forum, well-organized.
11. Discussions were satisfactory on the whole.
12. The planning was well thought out. However, the programme was too loaded. Overall, a wonderful time.
13. High quality.
14. Stakeholders should have covered the whole country instead of the Northern Sector.
15. One and one-half days was not sufficient to provide enough time to interrogate the issues in depth. Good progress and great step in the right direction.
16. The policy document should be reviewed based on the key recommendations at early as possible and start implementing the policy.
17. Time allocated for this workshop was too short.
18. Time allotted for discussion of themes, gaps, constraints, changes, and recommendations was inadequate. Participants were rushed in discussions which was not the best.
19. The agenda should be moved quickly