



Ministry of Agriculture  
Ministry of Livestock and Fisheries Development  
Ministry of Cooperative Development and Marketing

**NATIONAL AGRICULTURAL  
SECTOR EXTENSION POLICY  
IMPLEMENTATION FRAMEWORK**

---

**Draft by the National Extension Task Force**

**Nairobi**

**June 2007**

## Table of Contents

Foreword.....	3
Preamble.....	5
Acknowledgements .....	6
Abbreviations and Acronyms.....	7
<b>1. Executive Summary .....</b>	<b>10</b>
<b>2. Introduction and Background.....</b>	<b>12</b>
2.1 Overview .....	12
2.2 Role of Extension Services in Agriculture.....	12
2.3 Strategy for Revitalizing Agriculture .....	13
2.4 Agricultural Sector Coordination Unit .....	15
2.5 Lessons Learnt from NAEP .....	16
2.6 Vision and Objectives of NASEP.....	16
<b>3. Guidelines for NASEP Implementation.....</b>	<b>19</b>
3.1 Commercialization and Privatization of Extension Services.....	19
3.2 Regulation, Coordination, Monitoring and Evaluation of Extension Services	22
3.3 Approaches and Methods of Extension Services Delivery.....	30
3.4 Contents and Choice of Extension Messages .....	33
3.5 Mainstreaming Cross-cutting Issues.....	34
3.6 Clientele Empowerment .....	37
3.7 Stakeholder Collaboration and Networking .....	40
3.8 Building Capacity of Extension Service Providers.....	41
3.9 Participatory Technology Development, Packaging and Dissemination .....	43
3.10 Agricultural Knowledge and Information System and Application of Information Communication Technology .....	44
3.11 Extension Facilitating Factors.....	46
3.12 Modalities for Funding of Extension Services.....	48
<b>4. Institutional Framework and Linkages .....</b>	<b>52</b>
<b>5. Strategies and Timeframe for NASEP Implementation .....</b>	<b>61</b>
<b>6. Annex .....</b>	<b>66</b>



## **Foreword**

The Economic Recovery Strategy for Wealth and Employment Creation (ERS-WEC) recognises the pivotal role played by the agricultural sector in economic growth. The sector contributes more than half of the country's gross domestic product (GDP) and accounts for about 60 percent of export earnings and 45 percent of Government revenue. Consequently, the Agricultural Sector Ministries (ASMs) spearheaded the formulation of a Strategy for Revitalizing Agriculture (SRA). Reforming and strengthening the provision of extension services in the agriculture sector is among the six areas to be fast tracked as part of SRA implementation. This will require institutional and functional changes in order to improve extension system delivery. The government has, therefore, categorised extension service as one of the priority functions of the agriculture and rural development sector and is catered for in the Medium Term Expenditure Framework (MTEF) budget approach.

The ASMs have since June 2005 engaged key stakeholders in reviewing the National Agricultural Extension Policy (NAEP), which was formulated in 2001, to come up with a more sector-wide policy as spelt out in the National Agricultural Sector Extension Policy (NASEP) of December 2005. The revised policy draws lessons from previous experiences and addresses challenges precipitated by economic liberalization, rapid changes in extension clientele expectations, and reduced public financing of extension services. The new policy spells out modalities for effective agricultural extension management and organisation in a pluralistic system where both public and private service providers are active participants. It also provides a point of reference for service providers and other stakeholders on matters of standards, ethics and approaches, and guides all players on how to strengthen coordination, partnership and collaboration.

This Implementation Framework for National Agricultural Extension Policy (NASEP) was prepared to provide guidance to all stakeholders involved in agricultural extension so that there is a harmonised approach in its implementation, monitoring and evaluation. The success in the implementation of this policy is predicated on the commitment of all sector players: public and private sector service providers, farmers, fisher-folk, pastoralists, ranchers and development partners. Successful implementation of the policy will contribute towards improved transfer of technology and management for higher agricultural sector productivity, a key prerequisite to poverty reduction and enhanced nutrition and food security.



All stakeholders are urged to carefully study the National Agricultural Sector Extension Policy Implementation Framework (NASEP-IF) and find a role to play in ensuring that extension services are improved. The Sector Ministries are committed to spearhead facilitation of policy implementation by all stakeholders, including establishing relevant frameworks necessary for improving extension management and extension services delivery in Kenya.

-----  
**Hon. Kipruto arap  
Kirwa, EGH, MP**  
*Minister for Agriculture*

-----  
**Hon. Joseph K. Munyao,  
EGH, MP**  
*Minister for Livestock  
and Fisheries  
Development*

-----  
**Hon. Peter N.  
Ndwiga, EGH, MP**  
*Minister for  
Cooperative  
Development and  
Marketing*



## **Preamble**

The Agricultural Sector Ministries spearheaded by Ministry of Agriculture, Ministry of Livestock and Fisheries Development, and Ministry of Cooperative Development and Marketing jointly coordinated stakeholder efforts in the preparation of the National Agricultural Sector Extension Policy (NASEP) in 2005. The formulation of extension-specific policies is all done in recognition of the role of a well-functioning extension service for agricultural sector performance and its contribution to economic growth and poverty reduction as outlined in the Strategy for Revitalizing Agriculture (SRA). The Agriculture Sector Ministries initiated efforts to obtain views from the general public on best approaches for implementing the policy.

The National Agricultural Coordinating Unit (ASCU), through the Thematic Working Group (TWG) on Research and Extension, and its sub-committee on extension (Extension Task Force-ETF) coordinated efforts to prepare the National Agricultural Sector Extension Policy Implementation Framework (NASEP-IF). The Task Force and the TWG drew members from both the private and public sector, including universities and professional associations.

The implementation framework translates/maps out how the policy aspirations, as outlined in the NASEP vision, will be realised in the immediate, medium and long term. The framework elaborates/articulates the expected roles of key stakeholders in a pluralistic system and an increasingly liberalised market economy; the importance of creating an enabling environment for private sector role in extension service delivery; empowering extension clientele to effectively demand services and hold providers accountable; ensuring acceptable quality standards of services offered through a regulatory body; and enhancing access to resources by creating a multi-stakeholder driven trust fund. The implementation framework also spells out the desirable characteristics of extension approaches and methods; enhancing access to technological packages through improved research-extension linkages; management of agricultural knowledge and information system; and streamlining of cross-cutting issues in extension messages.

The key challenges in implementing the policy lie in the ability of stakeholders to provide the support and collaboration required in building the necessary institutional and legal frameworks for implementing the key policy recommendations.

----- <b>Dr Romano Kiome,</b> <b>MBS</b> <i>Permanent Secretary,</i> <i>Ministry of Agriculture</i>	----- <b>Dr Jacob ole Miaron,</b> <b>PhD</b> <i>Permanent Secretary,</i> <i>Ministry of Livestock</i> <i>and Fisheries</i> <i>Development</i>	----- <b>Mr Patrick Khaemba,</b> <b>EBS</b> <i>Permanent Secretary,</i> <i>Ministry of Cooperative</i> <i>Development and</i> <i>Marketing</i>
---	---	--



## **Acknowledgements**

The Agricultural Sector Coordination Unit (ASCU) Secretariat is grateful to the members of the Agricultural Extension Task Force (sub-committee to be named) of the Thematic Working Group on Research and Extension for its work in coordinating the receiving the stakeholder views in preparing the framework for implementing the National Agricultural Sector Extension Policy (NASEP).

The consultation feedback process was undertaken through ten regional stakeholder workshops held at Nakuru, Eldoret, Kisii, Kisumu, Kakamega, Thika, Embu, Meru, Garissa and Kilifi. Participants were drawn from all the districts and included stakeholders from private organisations such as companies, non-governmental organisations, community-based organisations (CBOs) and associations as well as public institutions such as government departments, parastatals, universities and research bodies, and individuals. Their views and considerations were carefully considered in preparing the NASEP-IF.

Funding for this exercise was jointly undertaken by the Swedish International Development Agency (SIDA-funded component of National Agriculture and Livestock Extension Programme (NALEP) and World Bank-funded Kenya Agricultural Productivity Project (KAPP).

ASCU Secretariat  
Nairobi



## **Abbreviations and Acronyms**

AAK	Agrochemical Association of Kenya
AEZ	Agro-Ecological Zones
AFC	Agricultural Finance Corporation
AG	Attorney General
AIRC	Agricultural Information Resource Centre
AKIS	Agricultural Knowledge and Information System
APSK	Animal Production Society of Kenya
ASAL	Arid and Semi-Arid Lands
ASCU	Agricultural Sector Coordination Unit
RTF	Research Task Force
ASK	Agricultural Society of Kenya
AS-SETF	Agricultural Sector-Stakeholders Extension Trust Fund
ASPS	Agricultural Sector Programme Support
BMUs	Beach Management Units
CAB	Central Agricultural Board
CBO	Community-Based Organisation
CDF	Constituency Development Fund
CIG	Common Interest Groups
CIMMYT	International Maize and Wheat Improvement Centre
CRAC	Centre Research Advisory Committee
DAC	District Agricultural Committee
DANIDA	Danish International Development Agency
DDC	District Development Committee
DFID	Department for International Development (UK)
DSHF	District Stakeholders Forum
EC	European Commission
ERB	Extension Regulatory Body
ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation
ESPs	Extension Service Providers
ETF	Extension Task Force
EU	European Union
EUREPGAP	EU Retailers' Protocol on Good Agricultural Practices
FAA	Focal-Area Approach
FADCs	Focal Area Development Committees
FAO	Food and Agriculture Organization of the United Nations
FBO	Faith Based Organisation
FEW	Frontline Extension Worker
FFS	Farmer Field School
FIEK	Fellow of the Institute of Engineers in Kenya
FOSAs	Front Office Savings Activities
FTC	Farmers' Training Centre
GDP	Gross Domestic Product
GoK	Government of Kenya
GTZ	German Technical Cooperation
HCDA	Horticultural Crops Development Authority
HIV/AIDS	Human Immuno-deficiency Virus/ Acquired Immune Deficiency Syndrome
HRD	Human Resource Development
IAD	Integrated Agricultural Development
ICIPE	International Centre for Insect Physiology and Ecology
ICRAF	International Centre for Research in Agro-forestry (now World Agro-Forestry Centre)
ICT	Information Communication Technology

IFAD	International Fund for Agricultural Development
ILRI	International Livestock Research Institute
IPRs	Intellectual Property Rights
ITK	Indigenous Technical Knowledge
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KACE	Kenya Agricultural Commodity Exchange
KAPP	Kenya Agricultural Productivity Project
KARI	Kenyan Agricultural Research Institute
KBL	Kenya Breweries Ltd
KCC	Kenya Cooperative Creameries
KDB	Kenya Dairy Board
KEBS	Kenya Bureau of Standards
KEFRI	Kenya Forestry Research Institute
KEMFRI	Kenya Marine and Fisheries Research Institute
KENFAP	Kenya National Federation of Agricultural Producers
KEPHIS	Kenya Plant Health Inspectorate Services
KESAP	Kenya Society of Agricultural Professionals
KFA	Kenya Foresters Association
KFA	Kenya Farmers Association
KNFC	Kenya National Federation of Cooperatives
KNFU	Kenya National Farmers Union
KTDA	Kenya Tea Development Authority
KVA	Kenya Veterinary Association
KVB	Kenya Veterinary Board
LATF	Local Authority Transfer Fund
LDCs	Location Development Committees
LGAs	Local Government Authorities
LMC	Livestock Marketing Council
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MFI	Micro Finance Institution
MoA	Ministry of Agriculture
MoARD	Ministry of Agriculture and Rural Development
MoCDM	Ministry of Cooperative Development and Marketing
MoF	Ministry of Finance
MoLFD	Ministry of Livestock and Fisheries Development
MoTC	Ministry of Transport and Communication
MoU	Memorandum of Understanding
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
NAADS	National Agricultural Advisory Services
NAAESP	National Association for Agricultural Extension Service Providers
NAEP	National Agricultural Extension Policy
NALEP	National Agriculture and Livestock Extension Programme
NARS	National Agricultural Research System
NASEP	National Agricultural Sector Extension Policy
NASEP-IF	National Agricultural Sector Extension Policy Implementation Framework
NCST	National Council for Science and Technology
NESHF	National Extension Stakeholder Forum
NGO	Non-Governmental Organisation
NLMC	National Livestock Marketing Council
NRMP	Natural Resource Management Plans
NSWCP	National Soil and Water Conservation Programme
O&M	Operations and Maintenance
PAB	Provincial Agricultural Board





PCPB	Pest-Control Products Board
PM&E	Participatory Monitoring and Evaluation
PRSP	Poverty Reduction Strategy Paper
PSDA	Private Sector Development in Agriculture
PSHF	Provincial Stakeholders Forum
PSIP	Public Service Integrity Programme
PSs	Permanent Secretaries
SACAs	Savings and Credit Associations
SACCOS	Savings and Credit Cooperative Societies
SAP	Structural Adjustment Programme
SHF	Stakeholder Forum
Sida	Swedish International Development Cooperation Agency
SWG	Sector Working Group
SRA	Strategy for Revitalising Agriculture
SETF	Stakeholder Extension Trust Fund
T&V	Training and Visit Extension Approach
TDU	Technology Dissemination Unit
TNA	Training Needs Analysis
TOR	Terms of Reference
TWG	Thematic Working Group
UN	United Nations
UNDP	United Nations Development Programme
WAC	World Agro-Forestry Centre (formerly ICRAF)
WTO	World Trade Organisation
AREET	
ASDF	



## **1. Executive Summary**

The National Agricultural Sector Extension Policy (NASEP) paves way for more efficient and effective provision of extension services by embracing pluralism in extension service provision and better coordination and regulation of services delivered by different service providers, thus contributing to the aims of the Strategy for Revitalising Agriculture (SRA). The NASEP Implementation Framework sets out modalities for putting NASEP into effect.

The Government will continue to provide extension services to subsistence producers and to groups of smallholders, and for public good services. Extension services will be commercialized if the enterprise(s) are market-oriented, commercial in nature and competitive enough to create demand for extension services at full cost recovery. Some public services will be contracted out to the private sector on a competitive basis. Services and clientele will be categorised to determine which services will remain free and which clients will continue to receive free extension services.

Private extension and privatization of extension services does not necessarily mean that the client(s) have to pay for the services. For example, non-governmental organisations, faith-based organisations and other private organisations or individuals provide extension services for free.

To ensure seamlessness in agricultural research, extension, education and training institutions, linkages will be enhanced by Agricultural Research Extension and Education Council (AREEC). The Council will be established under the Agricultural Sector Coordination Unit (ASCU) and will operate through committees. A National Extension Coordination Unit (NECU) will be established under the Council Secretariat. NECU will be the technical arm of the Council Secretariat on matters of agricultural extension services.

An Extension Regulatory Body (ERB) will register and license Extension Service Providers (ESPs). A code of practice will be developed, which will include principles governing choice of extension methods, approaches and content. ESPs will be required to be members of a relevant professional association. A participatory monitoring and evaluation framework will also be put in place.

Stakeholders' fora at the location, division, district, province and national levels will coordinate the planning and delivery of extension services. Empowerment of clientele will be enhanced through capacity building in order to improve their access to information and microfinance facilities. Stakeholders will also set up information resource centres at village, location, division, district and province levels in order to improve access to information and knowledge relevant to clients' enterprises. Research institutions will establish technology dissemination units to improve access to new research-based knowledge and information. Training and capacity building for ESPs will improve knowledge and skills in value addition and marketing. This will support the SRA's aim of producers increasingly recognising farming as a business and improving enterprise management.



An institutional framework will be put into place to ensure clients' demands are met. This framework will ensure ESPs are accountable to clients for the quality of the services they deliver.

An Agricultural Sector Development Fund (ASDF) will provide funds for provision of extension services, research, education, training and agricultural development facilitating factors that respond to clientele demands. The fund will operate at district level. Proposals for funding will be made by ESPs in collaboration with groups of extension clients.

Extension Service Providers (ESPs) will mainstream cross-cutting issues such as gender, natural resource management, and HIV/AIDS, in their extension packages. Sector ministries may contract private sector ESPs to deliver services on cross-cutting issues.

NASEP and the NASEP Implementation Framework will be widely publicised so that all stakeholders understand the changes that are taking place and appreciate that the new arrangements will improve the contribution of extension towards a dynamic agricultural sector.



## 2. Introduction and Background

### 2.1 Overview

The agricultural sector and agro-related activities contribute more than 50% to GDP and provide direct and indirect employment and income to more than 80% of the Kenyan population. Agriculture has economically important vertical and horizontal linkages with other sectors such as manufacturing, distribution and service-related sectors. The sector accounts for 60% of the country's export earnings and 45% of Government revenue. Government efforts in the most recent years have been geared to reversing the performance of the sector, which had declined from an average growth rate of 3.5% in the 1980s to about 1.3% per annum in the late 1990s and early 2000s. The medium plans are to achieve a growth rate of more than 5% so that the economy in general may also grow at more than 6% per annum.

The targets are consistent with plans to alleviate poverty as outlined in the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) and also contribute to achieving the Millennium Development Goal number one (MDG-1), which seeks **“to eradicate extreme hunger and poverty by year 2015”**. For MDG-1 to be realised, public resource allocation to the agricultural sector has to be increased to at least 10% of the national budget as per the Maputo New Partnership for Africa's Development (NEPAD) Declaration (2003).

### 2.2 Role of Extension Services in Agriculture

In the Agricultural sector, extension service plays a vital role in sharing knowledge, technologies, agricultural information and also linking the farmer to other actors in the economy. The extension service is, therefore, one of the critical change agents required for transformation of subsistence farming to modern and commercial agriculture. This is critically important in promoting household food security, wealth and employment creation and poverty reduction.

For a long time, the extension service was dominated by the public sector and had good impact. This was as a result of new technologies being introduced; a well-funded extension service; an elaborate set of farmer incentives such as ready market, subsidised inputs and credit; as well as relatively good infrastructure. However, in the last two decades, several constraints have hindered proper functioning of agricultural extension systems and services. The most critical challenges have been: declining human, capital and financial resources for public extension without a corresponding private sector input; uncoordinated pluralistic extension services delivery; and poor linkages with extension facilitating factors.

Recognising the importance accorded to agricultural sector extension in the SRA, and acknowledging the Government's effort to encourage development of pluralistic extension systems to cater for diverse needs of extension clientele in Kenya, there is need to ensure that the agenda for technology development is demand-driven, well-formulated and adequately funded; extension agents are well trained and facilitated to carry out their duties; and that there is a conducive environment for extension clientele to understand and apply the acquired knowledge.



### **2.3 Strategy for Revitalizing Agriculture**

A major change since the introduction of NAEP was the publication of the Strategy for Revitalizing Agriculture (SRA) in 2004. The SRA now guides all policies and programmes in the agricultural sector and contributes to the achievement of the objectives of the Economic Recovery Strategy for Wealth and Employment Creation. The strategy is critically vital in addressing food insecurity and poverty in rural areas where more than 45% of the population survive on incomes of less than US\$1 per day. Access to productive assets, especially land and improved livestock, is also an important aspect in dealing with poverty, employment and wealth creation in rural areas.

SRA recognises the vital role that extension must play, while appreciating the need to “strengthen and reform” extension services through various approaches. Delivery of extension and research services is one of SRA’s six fast-tracked areas. SRA calls for various measures to be put in place to improve extension, as summarised in Box 1. One of the reasons that necessitated the review of NAEP was to bring agricultural extension policy in line with SRA. This resulted to the formulation of National Agricultural Sector Extension Policy (NASEP)

#### **Box 1: Measures called for in SRA to strengthen extension services**

- (i) Extension service provision for smallholders will continue in the medium term to be provided by government. However, partial privatisation will be encouraged to complement public extension.
- (ii) Restructuring and reforming public extension systems to facilitate multi-stakeholder participation in extension service provision.
- (iii) Facilitating capacity building of extension service providers
- (iv) Developing and executing performance standards and a monitoring and evaluation framework for extension services

To implement the SRA, all the three key sector ministries (Agriculture; Livestock and Fisheries Development; and Cooperative Development and Marketing) have prepared Strategic Plans and identified strategic areas for intervention in the medium and long term. They all recognise the importance of extension services and the need to complement with facilitating factors.

The key areas of intervention identified in the Ministry of Agriculture’s strategy include:



- Creating a favourable environment for agriculture by, for example, having appropriate policy, legal and regulatory frameworks.
- Improving access to agricultural information.
- Developing agricultural markets and products.
- Increasing agricultural productivity, outputs and market outreach, for example through improved research and extension services and improved agricultural support services.

Other strategic areas of focus include:

- Promoting appropriate and sustainable land use practices.
- Conservation of natural resources.
- Mobilizing resources and promoting efficiency in their utilization.
- Institutional strengthening and strengthening monitoring and evaluation (M&E).

The strategic objectives for the Ministry of Livestock and Fisheries Development are:

- Creating a favourable environment for development.
- Facilitating access to markets.
- Increasing output and productivity.
- Conserving and protecting the environment.
- Strengthening institutions.
- Enhancing Arid and Semi-Arid Lands (ASALs) livestock development.
- Integrating gender in development programmes.
- Improving the management and dissemination of information.
- Mobilizing and effectively utilizing resources.
- Combating HIV/AIDS and institutionalizing Public Service Integrity Programme (PSIP) within the ministry.

The focus in the strategy of the Ministry of Cooperative Development and Marketing is to:



- Create an enabling environment for growth and development of a vibrant and self-sustaining cooperative sector through provision of an appropriate legal and policy framework that includes financial resource mobilization and linkages, value addition and marketing.

The Sector Ministries' strategies recognize the need to nurture an environment where various extension service providers (ESPs) can offer appropriate and effective extension services. They also appreciate the need for an environment where extension service is complemented by agricultural services such as veterinary services, animal health infrastructure, input supplies, machinery services, fish landing beaches and warehouses. Extension facilitating factors such as water, roads, electricity and telecommunication services play a major role in achieving the goal of agricultural extension. The roles and responsibilities of government in providing *public goods* as opposed to *private goods* in supporting the growth of the sector are also carefully considered by government. Detailed guidelines on the differentiation between extension services and agricultural services, and the classification of such services, if they qualify as public or private goods or mixed goods, are contained in a report prepared by the Ministry of Agriculture and Rural Development in 2000.<sup>1</sup>

## 2.4 Agricultural Sector Coordination Unit

The Government established the Agricultural Sector Coordination Unit (ASCU) to spearhead the implementation of the SRA. ASCU's role is to coordinate the sector ministries' and other stakeholders' efforts towards the implementation of the SRA vision but not to implement activities on behalf of the sector ministries. In executing this role, ASCU's mandate includes managing the SRA process, disseminating information about it, and integrating the SRA "way of thinking" in the normal business of the agriculture sector ministries.

In carrying out its mandate, ASCU will facilitate and add value to the reform process. ASCU's principal roles are, therefore:

- Spearheading the agricultural reform agenda.
- Collecting, analysing and disseminating information on agricultural reform.
- Influencing resource allocation to areas of highest impact.
- Initiating major studies and policy developments within the agricultural sector.
- Coordinating capacity building for all stakeholders involved or affected by the agricultural reform process.
- Monitoring implementation of SRA activities.

---

<sup>1</sup> Ministry of Agriculture and Rural Development (2000), Volume 1: Privatization of services of the Kenyan Ministry of Agriculture and Rural Development: A Case Study, In Rural Development Series on Agricultural Services, Extension and Information. Ministry of Agriculture and Rural Development in Cooperation with GTZ (J. Kariuki and M. Kihu).



## 2.5 Lessons Learnt from NAEP

The National Agricultural Extension Policy (NAEP) was published in 2001. Modalities for putting NAEP into effect were set out in the National Agriculture and Livestock Extension Programme Implementation Framework (NALEP-IF). The key policy goals of NAEP were: promoting emergence of extension systems that are demand-driven by farmers and other clients and deliver high quality services, a greater role for the private sector in delivery of services, and progressive commercialisation and privatisation of public sector extension.

The changes that took place in the sector since 2001, leading to the formulation of SRA and the strategic plans for the sector ministries, also made it inevitable to revise NAEP. The revision of NAEP, which culminated in a broader sector wide policy - the National Agricultural Sector Extension Policy (NASEP) - was preceded by a review of NAEP and NALEP-IF in 2004. The review concluded that NAEP and its implementation faced considerable constraints, which NASEP seeks to address. The review recognized that appropriate institutional arrangements and legal frameworks were not put in place, the policy was not widely owned by stakeholders outside (and in some cases within) the sector ministries, and resources needed to give effect to key policy provisions were slow to materialize.

However, some positive lessons were learnt from implementing NAEP. In particular, stakeholder fora have shown that they can function and grow as effective coordinators of discussion and collaboration among all stakeholders in the agricultural sector. In some areas, district-wide stakeholder fora are already registered entities with common work plans and budgets. This is all made possible through capacity building of stakeholder grassroots institutions that include common interest groups (CIGs), associations and cooperatives.

## 2.6 Vision and Objectives of NASEP

The NASEP document presents a situation analysis of the current state of agricultural extension services, on the basis of which a vision, objective and eight main areas of policy intervention are set out for moving towards the achievement of the vision and objective.

The NASEP vision is to have ***“Kenyan agricultural extension clientele demanding and accessing appropriate quality extension services from the best providers and attaining higher productivity, increased incomes and improved standard of living by 2015”***.

The key objective<sup>2</sup> is to ***“empower the extension clientele through sharing of information and imparting knowledge, skills and changing of attitudes so that they can efficiently manage their resources for improved quality of livelihoods”***.

---

<sup>2</sup> There is no “mission” for NASEP because it is a policy rather than an organisation: it will be the task of extension service providers and other stakeholders to incorporate the achievement of the vision within their own mission statements.





The eight main elements of policy intervention as listed in the NASEP are:

- (i) Promoting pluralistic extension service provision and management.
- (ii) Designing a public sector exit strategy as part of privatisation of extension services, including gradual commercialisation of public extension services.
- (iii) Guiding the operations of Extension Service Providers (ESPs) through an independent regulatory body to ensure provision of quality extension services.
- (iv) Establishing a coordinating framework for projects and programmes providing extension services.
- (v) Harmonising extension approaches and methods, including empowering grassroots organisations.
- (vi) Supporting the establishment of the National Agricultural Research Systems (NARS) and the need to have a demand-driven research agenda.
- (vii) Strengthening established frameworks for stakeholder linkages, including those responsible for providing extension facilitating factors.
- (viii) Compelling ESPs to mainstream crosscutting issues in extension messages.

The present document sets out strategic guidelines and specific modalities, with a timetable and monitorable targets for putting these areas of policy intervention into effect. For convenience of cross-reference, these are presented under the thirteen headings listed in NASEP, with an additional heading covering publicity for NASEP and NASEP-IF (Box 2). Where it is not yet possible to stipulate specific structures and procedures, a process and timetable are set out for putting these in place.

**Box 2: Areas of extension policy for which NASEP-IF provides guidelines**

- Commercialisation and privatisation of extension services
- Regulation, co-ordination, monitoring and evaluation of extension services
- Approaches and methods of extension services delivery
- Contents and delivery of extension messages
- Clientele empowerment
- Stakeholder collaboration and networking
- Modalities for funding of extension services
- Institutional framework and linkages
- Capacity building of extension service providers
- Participatory technology development, packaging and dissemination
- Agricultural knowledge and information systems
- Extension facilitating factors
- Mainstreaming cross-cutting issues
- Publicity for NASEP and NASEP-IF



In order for agricultural extension to contribute to attaining higher productivity and, therefore, income for its clients, the policy strategic objectives of ***“empowering the extension clientele through sharing and imparting knowledge, skills and change of attitudes”*** as a means for enabling them ***“to efficiently manage their resources for improved quality of livelihoods”*** have to be translated through properly planned interventions by all stakeholders in the agricultural sector, and especially those involved in agricultural extension provision. An elaborate appropriate implementation framework has to be developed and owned by all stakeholders for the stated strategic objectives to be fulfilled. This is spelt out in the following sections of this implementation framework.

The development and implementation of NASEP-IF will involve key stakeholders from the public sector (government and its institutions) and private sector in its totality (extension service providers (ESPs), extension clientele institutions, agricultural service providers and other providers of facilitating factors).



### 3. Guidelines for NASEP Implementation

#### 3.1 Commercialization and Privatization of Extension Services

##### Rationale

The provision of extension service is currently dominated by the public sector. Over the past few years, a pluralistic situation has emerged, with different types of extension service providers delivering a range of services to different categories of clientele. These include private commercial companies in the horticulture and tobacco sub-sectors, parastatals providing services to producers of specific commodities, NGOs, CBOs, FBOs, civil society organizations (CSOs) offering extension as part of their support for rural livelihoods, and producer associations providing services to their members.

There has been a trend world over to commercialize extension services through direct charging of services for market-oriented enterprises. This is currently happening in Kenya in the case of market-oriented enterprises such as dairy, sugarcane, tea, coffee and pyrethrum. The same applies to a public servant delivering extension services on demand by the client as in the case of farm management extension.

*Commercialisation* means that the cost of the service provision by ESPs will be recovered from the client(s) in full. The service itself could be delivered by either the public or the private sector.

*Privatisation* is the process of reducing the role of government and increasing the role of the private sector in extension service delivery. This implies the public sector withdrawing from delivering extension services and allowing the private sector to take over. However, the public sector can contract the private sector to deliver the services on her behalf. This is intended to supplement and complement government efforts with the view to enhancing efficiency and competitiveness in provision of extension services.

*Extension services* are those in which knowledge, information, advice and other non-material support are provided to clients.

##### Policy Direction

Emphasis will be on creation of a favourable environment for the private sector to take a greater role in extension service provision by:

- (i) Instituting measures to encourage the private sector to take over the delivery of extension services for commodity enterprises where established commercial farming is in place.
- (ii) Commercialisation of public sector extension provision, starting with cost sharing, partial cost recovery and gradually moving to full cost recovery in all areas based on clientele's ability to pay for the services.



- (iii) Working out modalities for contracting of services between the public and private sector service providers.
- (iv) Decentralisation by empowering and strengthening clientele/community organisations (e.g. CBOs and cooperatives) to provide extension services at different levels of stakeholder for a, starting at the village or beach level all through to the district and national levels.

## Policy Implementation

### ***Commercialisation:***

Extension services will be commercialised if the enterprise(s) are market-oriented, commercial in nature and competitive enough to create demand for extension services at full cost recovery.

The government, through extension programmes, will carry out extension pilots to inform policy. Meanwhile, the following general principles will apply with respect to commercialisation of extension services:

- (i) Extension services delivered to groups of smallholders,<sup>3</sup> producing at subsistence level, will continue to be free. However, partial or full cost recovery will be introduced over time, (*in a phased approach*) as their enterprises become commercialised.
- (ii) Extension services delivered to groups of smallholders or individuals, producing at commercial level, will be provided at a cost as agreed upon between the service provider and the client.
- (iii) Services delivered on demand to individuals producing at subsistence level and are not in a group will be provided at a cost to encourage group approach for cost effectiveness. However, deliberate efforts will be made to reach out to the most vulnerable members of the communities at no cost to the client.
- (iv) Services with a social welfare/equity aspect, including those that address time bound occurrences such as natural calamities, which prevent clients from being able to pay for service, will be paid for by the government or contracted out wherever feasible.
- (v) The Government will remain responsible for providing extension services of public goods in nature; they could either be contracted out or delivered by public sector extension personnel. These services, among others, include those dealing with:
  - Natural resources management

---

<sup>3</sup> "Smallholder" is defined in terms of the economic size or scale of enterprise, not the physical size of the land on which an enterprise is carried out.



- HIV/AIDS and malaria
  - Environmental management e.g. pollution control
  - Gender and youth programmes
  - Human rights and governance
  - Conflict management
  - Policy education/publicity-including lobbying and advocacy
  - Food and nutritional security
- (vi) The stakeholders will carry out strategic analysis studies and evaluations every five years to review progress on commercialisation.

### ***Privatisation***

Private extension and privatisation of extension services does not necessarily mean that the client(s) have to pay for the services. For example, NGOs, FBOs and other private organisations or individuals provide extension services for free.

The private sector involvement in extension service delivery will be encouraged by:

- (i) The withdrawal of the public sector in areas of service provision where the private extension service providers are available and willing to serve the clients.
- (ii) Contracting out extension service delivery to the private sector where the public sector cannot perform efficiently or competently. To qualify as a contractor the provider must meet the technical and professional staffing criteria, be registered by the appropriate authority and have the relevant tools and equipment, among others. The government will develop appropriate monitoring and evaluation tools to ensure that the services are provided to the satisfaction of the clientele.
- (iii) Establishment of an Agricultural Sector Development Fund (ASDF) from which ESPs can access funding for extension service delivery.

Examples of extension services with potential for commercialisation and/or privatisation include: advice and training to clientele undertaking commercial enterprises, and provision of market price information and marketing advice to clients who are adding value to agricultural and livestock products.

### **Modalities for Privatisation and Commercialisation**

To determine the potential for commercialisation, privatisation and private sector involvement in delivery of extension services requires:



- (i) Updating the existing inventory of the ESPs in each district with a view to evaluating the existing capacity.
- (ii) Categorization of the existing enterprises into market-oriented or subsistence production.
- (iii) Categorization of the extension service into social welfare or private good orientation.
- (iv) Classification of the extension clientele within each district on the basis of the socio-economic and cultural characteristics, types of enterprises (i.e. commercial or subsistence orientation) and by the potential of the agro-ecological zone in which they operate.

On the basis of the information compiled on ESPs, clientele and services, members of the District Stakeholders' Fora will identify opportunities for commercialisation of extension services.

Through stakeholders fora at all levels, agricultural service providers, producer/marketing organizations, and professional bodies and associations will be encouraged to provide extension services relevant to their commodities, services and members.

The National Extension Coordination Unit (NECU) will coordinate and facilitate a participatory process in the development of the guidelines to be used in the assessment and categorization, and costing of services for partial and full cost recovery for services provided. This information will be used for planning purposes by members of Division and District Stakeholder Forum, including Government departments. Once the Extension Regulatory Body is established, the inventory will be used as the basis for compiling a register of ESPs.

### **3.2 Regulation, Coordination, Monitoring and Evaluation of Extension Services**

#### **Rationale**

Currently, there is no regulatory framework within which the delivery of extension services takes place in the country. The ESPs have no formal guidelines governing code of ethics and working standards. The practice, therefore, is for every extension service provider to apply what they regard as appropriate. Consequently, some providers venture into extension services without adequately trained personnel and/or the pre-requisite extension working tools, thereby adversely affecting the quality of services offered. Clients need assurance that the extension services they are receiving are of high quality. In a pluralistic extension delivery environment, all stakeholders need to know that extension resources are used efficiently and with

---

<sup>6</sup> Established in 3.2.3.2 on coordination of provision of extension services



synergy rather than duplication, overlap or omission. Clients should be protected from receiving contradictory information and advice, particularly those that adversely affect them or their enterprises.

Regulation of extension services entails registering and licensing extension service providers, developing guidelines, code of ethics and enforcing working standards for ESPs in respect to quality assurance and monitoring. The registration system provides clients with a list of people and organizations that meet the required standards for provision of extension services. The regulation system provides a basis for co-ordination between ESPs. It is also an important element in achieving accountability to clients. Self-regulation by professional bodies is an important element in maintaining high professional standards and will be encouraged through NASEP implementation.

### What NASEP says should happen

*On regulation:* there will be an independent regulatory body established under relevant institutional and legal framework for the purpose of registering and licensing extension service providers. It will collaborate with stakeholders to develop guidelines, code of ethics and enforceable working standards for extension service providers in respect to quality assurance and monitoring.

*On co-ordination:* the sector ministries will collaborate with other stakeholders to form a coordinating unit for the purpose of ensuring synergy and sustainability of extension services provision.

*On monitoring and evaluation:* all stakeholders will share responsibility for monitoring, evaluation and impact assessment, including the stakeholders' collaborative fora at various levels through review of quality of services delivered and participatory M&E, service providers who will develop and avail service charters to the clients to enhance accountability and transparency, and extension clients who will be able to make formal complaints to the extension regulatory body. Surveillance and early warning systems will be set up in collaboration with stakeholders, including grassroots clientele institutions such as CIGs, cooperatives and Beach Management Units.

## Implementing the Policy

### Regulation

The National Extension Coordinating Unit (NECU)<sup>6</sup> will initiate and **coordinate stakeholders' consultation process**, using the database created from the inventory of ESPs. It will involve holding consultative meetings with all the stakeholders from grassroots to national level. NECU will liaise with key stakeholders and development partners to finance the initial costs of the consultative process.

The consultative process will culminate into:

- (i) Formation of National Agricultural Sector Stakeholders Forum



- (ii) Development of an Extension Regulatory Framework
- (iii) Formation of a National Association for Agricultural Extension Service Providers
- (iv) A forum of Extension Service Providers to discuss matters of common interest

The stakeholders will include: sector ministries; Parliamentary Committee on Agriculture and Natural Resources; private companies; industry associations; state corporations; producer associations and cooperatives; professional associations: KESAP, KVA, APSK, KFA (forestry); financial institutions; national research and institutions of higher learning; international organizations; NGOs; CBOs, FBOs, producer groups; and development partners, among others. A list of stakeholders already known to be actively involved in extension services is provided as Annex 1.

A concept paper on the structure and functions of the proposed Extension Regulatory body will be developed by NECU in consultation with stakeholders. NECU will then prepare a bill and initiate the enactment process for the establishment of the Extension Regulatory Body.

The Extension Regulatory body will have representation at national and regional levels. All (private and public) ESPs will be required to register with the management of the Extension Regulatory body at the level in which they will operate.

- (i) At the national level, there will be a national management committee and secretariat.
- (ii) At the provincial level, there will be a provincial committee and secretariat.
- (iii) In each district, there will be a standing committee.

The Extension Regulatory Body will consist of:

**A. Board of Trustees**

- (i) Membership: Will include representative from the National Extension Stakeholder Forum (NESHF), sector ministries and others to be recommended by stakeholders. Extension clientele will also be represented.
- (ii) Roles will include, but not limited to:
  - Policy setting: Organizational structure, operations and management.
  - Overseeing the structure and management of the regulatory body.
  - Custodian of assets for the Extension Regulatory body.





## **B. Management Board/National Management Committee**

- (i) Membership: Professional bodies; national associations such as KENFAP, LMC, Agro-processors, etc, and other regulatory bodies such as KEBS, KEPHIS, KDB. Members nominated to the management board should have an agricultural extension background.
- (ii) Roles will include, but not limited to:
  - Preparation and implementation of guidelines on regulations and rules for extension service provision.
  - Custodian of inventory of ESPs.
  - Licensing and registration.
  - Arbitration through an established mechanism.
  - Mobilizing and overseeing proper use of resources.
  - Ensuring compliance and penalizing defaulters.
  - Facilitating capacity building for ESPs to enhance compliance.
  - Setting ethics, performance and operational standards.
  - Setting rules for registration, licensing and accreditation of ESPs.
  - Rewarding and penalizing ESPs appropriately.

## **C. Regulatory Body Secretariat**

- (i) Human resources: Key personnel will include:
  - An agricultural extension specialist who will be the Chief Executive Officer, and the Secretary to the Board.
  - Legal expert with an agricultural background.
  - Finance officer.
- (ii) Roles will include, but not limited to:
  - Implementation of decisions of the Management Board.
  - Provision of secretariat services to the Board of Trustees and the Management Board.

- Preparation and implementation of approved work plans and budgets.
- Coordinating the functions of registration and licensing functions of the body.
- Establishing and maintaining a database of ESPs.
- Preparation of periodic reports, such as status/ progress reports, annual reports, etc.
- Receiving and acting on complaints and enquiries from stakeholders.
- Preparation of guidelines and regulations for ESPs with the facilitation of KEBS and full stakeholder participation.
- Carry out an inventory and verification of ESPs.
- Ensure compliance with the guidelines and regulations.
- Facilitate ESPs in capacity building.

A similar structure of Committees will be replicated for provincial and district levels where the committees will be convened on demand as need arises.

#### **D. Funding**

The funding of the Extension Regulatory body will be through:

- Government budgetary provision
- Support from development partners
- Statutory contributions
- Voluntary contribution by stakeholders
- Resource mobilization and fund raising
- Registration fees
- Licensing fees
- Grants
- Arbitration fees and fines



- Produce cess, etc

The role of professional associations will be to provide professional advisory services to the Management Board/Committee and the Secretariat.

The National Association of Agricultural Extension Service Providers will:

- (i) Ensure mandatory affiliation of ESPs.
- (ii) Set minimum professional qualification of agents.
- (iii) Provide guidelines for operations of clientele-led extension service provision.
- (iv) Regularly lobby for review of curricular by training institutions to ensure they are abreast with changing sectoral and global trends.

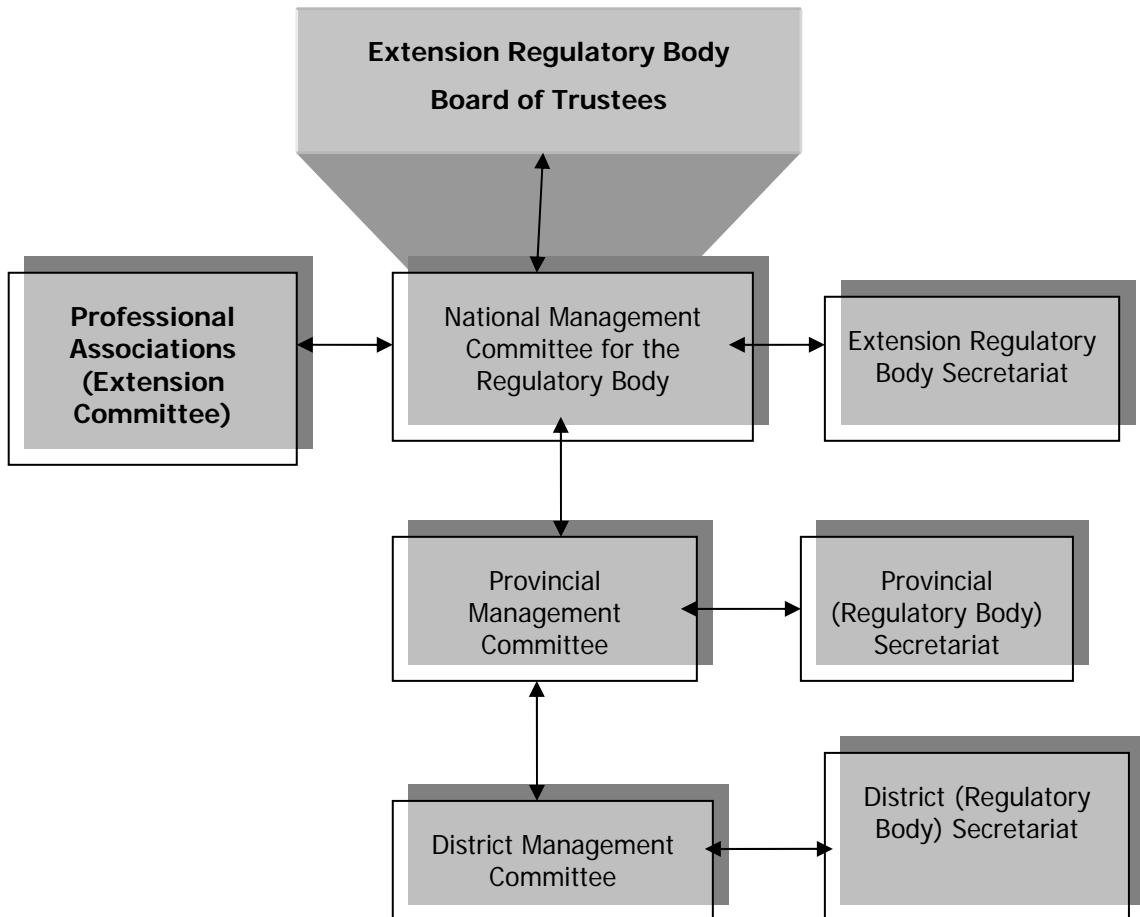
Notwithstanding cost implications, the system for regulation, registration and licensing will encourage the sharing and exchange information and experience between producers. Producers who invite or receive visits from other producers for learning purposes will not be required to register as ESPs with the Extension Regulatory body.





Figure 1: Proposed institutional arrangement of the Extension Regulatory body to be established

I





### ***Coordination of provision of extension services***

It is not the intention of this Implementation Framework to create another set of structures for coordination of extension services. This Framework recognizes that stakeholder fora, comprising all those with an interest in agriculture and rural development, are in place in many districts as independent bodies. These serve as a platform for resolving issues of coordination and sharing of information. In ASAL areas, District Steering Groups (DSG) have been established. These could be the basis for the development of a District Stakeholders Forum (DSHF). With these considerations in view, it is proposed that the DSHF be identified as the body responsible for coordination among stakeholders at district level within the agriculture and rural development sector.

The following steps will be undertaken to facilitate coordination:

- a) Formation of one national steering committee made up of Permanent Secretaries of the respective ministries, development partners and relevant stakeholders with ASCU as the secretariat.
- b) Undertaking joint external review missions targeting all projects and programmes.
- c) Formation of Extension Sub-committee for enhancing harmonization. The Sub-committee will comprise programme/project coordinators and will operate under the auspices of ASCU.
- d) A National Stakeholders Forum (NSF) will be constituted, with membership from the agriculture and rural development sector.
- e) ASCU will take a lead role in establishing a National Extension Coordinating Unit (NECU) to provide secretariat services to National Stakeholders Forum. Initial composition of this Coordinating Unit will include officials from sector ministries, other extension service providers and development partners. The unit will perform secretariat services for the National Stakeholders Forum. Over time, it is expected that stakeholders will take full ownership and responsibility for this unit.
- f) Both the National and Provincial Stakeholders Forum will each establish a sub-committee to take on the responsibility for coordination of agricultural research, extension, education and training.
- g) DSHFs will also establish a sub-committee/secretariat to coordinate agricultural research, extension, education and training at district level.
- h) The fora, networks and other bodies under various projects and programmes will be affiliated to a coordinating stakeholders' forum at respective levels in order to encourage harmony in diversity.

- i) ASCU, in collaboration with development partners, will spearhead this process with a view to harmonizing and integrating the stakeholder forums. Formation of stakeholders' fora at respective levels will be institutionalized by drawing up constitutions, registration with appropriate body and development of work plans.
- j) Sector ministries, projects/programmes, development partners and other stakeholders will budget for specific stakeholders' fora activities based on the fora's work plans and budgets.
- k) The Extension Sub-committee will plan joint activities where appropriate and all ESPs, stakeholders and development partners will budget for their participation and support these activities.

### ***Monitoring and Evaluation***

Sector ministries and other ESPs will prepare individual Service Charters and develop and adopt a common Participatory Monitoring & Evaluation (PM&E) framework. The framework will be based on the existing M&E systems, which will be reviewed and updated/adjusted to accommodate the needs of a pluralistic extension system. ASCU in collaboration with stakeholders will facilitate this process.

The PM&E will have an inbuilt mechanism for clientele capacity building with a view to facilitating clientele participation in M&E and also enhance feedback to clientele for transparency and accountability.

Training needs for effective operation of PM&E will be identified by ESPs and other stakeholders and included as part of the overall training/capacity building strategy for the sector.

Stakeholders' fora will establish procedures starting at the location levels up to the district levels for alerting them of any shortcomings in quality and coverage of extension services.

The Extension Regulatory body, in collaboration with professional bodies, will establish procedures for arbitration and resolution of disputes between clients and ESPs.

### **3.3 Approaches and Methods of Extension Services Delivery**

#### **Rationale**

Many approaches and methods have been, and will continue to be used in Kenya. According to NASEP, an "**extension approach**" is a style of managing an extension system, e.g. conventional extension, training and visit, participatory extension, integrated project approach, farming systems approach to research, extension and training, multi-disciplinary pastoralist approach, cost sharing and educational institution approach. On the other hand, an "**extension method**" is a



systematic way or technique of transferring knowledge and technology or communicating and exchanging information.

Experience has shown that ESPs often apply a single approach and set of methods, whether or not such approaches and methods are appropriate and effective in different circumstances. Some of the approaches used by ESPs encourage dependency through provision of “handouts” to clients. This often results into low adoption of technologies and hence little or no impact of the resources put into extension. Extension approaches and methods should be appropriate to the situation in which they are used, taking account of the socio-economic status of the clientele, the cultural environment, agro-ecological conditions, market demand and the technical requirements of enterprises covered by the extension service.

### **What NASEP says should happen**

NASEP does not prescribe the approaches and methods ESPs should use. Rather, it seeks to facilitate the deployment of approaches and methods by ESPs, which are appropriate to the local situation. These approaches and methods should:

- a) Promote demand-driven and beneficiary-led selection of technologies and have clear accountability mechanisms
- b) Promote decentralization by using clientele groups and general public outreach for cost-effectiveness
- c) Take into consideration indigenous knowledge and technologies
- d) Have in-built sustainability mechanisms, such as cost-sharing, and discourage dependency syndrome
- e) Address agro-ecological diversity, recognize socio-economic and cultural characteristics of the clients and promote enterprise diversification
- f) Complement initiatives in pluralism in service delivery, clientele empowerment, stakeholder collaboration and networking, use of ICT and mass media, and mainstreaming cross-cutting issues

### **Implementing the Policy**

The code of practice, and high quality standards will be developed by the Extension Regulatory body in collaboration with professional bodies in agricultural extension. The code will be the main mechanism by which ESPs will be encouraged to use appropriate approaches and methods. This will include expected standards of professional performance in relation to:

- a) Creating awareness of opportunities and triggering demand through clientele capacity building.

- b) Formation of, and working with client groups based on common interests, resource endowment and agro-ecological zones, which will require the ESPs to zone their areas of operation on the basis of these zones and economic viability. This will address the unique conditions of specific agro-ecological zones. The applicable agro-ecological zones in Kenya are as defined in the Farm Management Handbook of the Ministry of Agriculture.
- c) Encouraging client groups to engage in outreach to other clients, e.g. farmer to farmer extension.
- d) Taking account of verified indigenous knowledge in extension service delivery and disseminating it where appropriate.
- e) Training clientele on “farming as a business”, as an integral part of service delivery, and linking clients to sources of market information.
- f) Promoting enterprise diversification and recognizing diversity, including the impact of cultural practices.
- g) Generally supporting the overall provisions of NASEP in achieving a demand-driven and pluralistic extension service system.

The DSHF will be a forum in which peer watch will be exerted on ESPs to maintain high standards in accordance with the Code of Practice.

To support ESPs in recognition of Indigenous Technologies and Knowledge (ITK), two initiatives will be undertaken:

- (i) Creation of a database of ITK by carrying out an inventory. This will be initiated and coordinated by ASCU, with information being collected by ESPs, stakeholders and clientele and submitting it to ASCU. The database will be accessible to all stakeholders and shared among SHF members as explained in the section under AKIS. It will be updated as new information is submitted.
- (ii) Verification of ITK by researchers in collaboration with ESPs and clientele through on-farm trials and demonstrations. Where appropriate, for example with local planting materials, technologies will be bulked up by client groups with the guidance of ESPs for distribution on a cost-recovery or commercial basis. This will require commitment and support from research managers and recognition of the potential of ITK throughout the extension system.

To support further development of groups and clientele organisations, district stakeholder fora will organize public outreach activities through participation in exhibitions, field days and other events, as well as through notice boards at district, divisional and locational offices of public and private institutions.

Extension approaches and methods will encourage cost-sharing so as to minimize dependency syndrome. An important way of enabling cost sharing in extension service delivery is to improve the financial base of extension clientele.





Motivational incentives by the various sector ministries, development partners, projects/programmes will be harmonized to ensure parity.

### **3.4 Contents and Choice of Extension Messages**

#### **Rationale**

Extension services have focused primarily on production at farm level. This has been partly due to lack of expertise among ESPs and their field staff in entrepreneurship, post-production technologies such as processing and value addition, marketing and finance. Farming as a business requires a range of different kinds of advice and information, ranging from production, through enterprise and post-harvest management, to processing and marketing.

#### **What NASEP says should happen**

ESPs at different levels will develop dynamic and comprehensive extension packages to improve adoption of technologies. Messages will focus, among others, aspects on:

- a) Clients' socio-economic status, promoting client innovations, consumption of locally-produced goods, and cross-cutting issues.
- b) The whole value chain from production, value-addition, storage, marketing to utilization.
- c) Transformation of agriculture from subsistence to farming as profitable business.
- d) Quality standards of inputs, products and food safety.

#### **Implementing the Policy**

The sector ministries and other private organizations will build capacity of all ESPs on entrepreneurship and post-production technologies.

The professional regulatory bodies will check the contents of the extension messages to the clientele by the ESPs to ensure that the messages achieve the following:

- (i) Support the enhancement of clientele innovativeness through training, scaling-up of appropriate technologies, and involving them in technology development.

- (ii) Undertake and promote value chain analysis<sup>7</sup> for all enterprises and train clientele in appropriate analysis techniques to enhance adoption of, and maximize returns from, new technologies.
- (iii) Promote consumption of locally-produced goods/commodities by educating the public through appropriate outreach methods, publications and media.
- (iv) Mainstream cross-cutting issues in their work plans and service delivery.

Where ESPs introduce a technology that is new to the area or bring ITK from one area to another, the ESP will initiate, as part of their work plan, on-farm trials with the participation of clientele and researchers, and report the results to the DSHF.

Where an ESP or any other stakeholder has concerns or suspicions about the quality of agricultural inputs and technologies being promoted, they will voice these concerns at the DSHF and report them to the relevant regulatory body such as KEPHIS, or Pest Control Products Board (PCPB) for investigation, analysis and appropriate action.

Clientele innovativeness will also be recognized and enhanced by appropriate measures as outlined in sections on Indigenous Technologies and knowledge (ITK) and participatory technology development.

Transformation of agriculture to a profitable business requires dependable market outlets. While ESPs can help link clients to available market opportunities, there is a bigger task of expanding access for products in local and international markets. This will be addressed by all extension stakeholders involved in the value chain and linking them with agri-business and marketing associations such as Kenya Agric-Commodity Exchange, Horticultural Crops Development Authority, and National Livestock Marketing Council with support by respective departments in line ministries. The system will also promote access and exchange of information with regional and international associations such as EU Retailers' Protocol on Good Agricultural Practices (EUREPGAP) and World Trade Organization (WTO). The information exchange will include all relevant information including standards rules, procedures, etc gathered by these associations and ministries and linking to AKIS.

### **3.5 Mainstreaming Cross-cutting Issues**

#### **Rationale**

Extension service delivery is affected by a number of cross-cutting issues, such as sustainable environment, gender, youth, HIV/AIDS, drug abuse, human rights, water resource use, natural resource management, and conflict mitigation and

---

<sup>7</sup> The value chain comprises all the stages through which a product goes from its production through to its consumption. These stages may include processing, bulking, packaging, transporting, wholesaling, retailing. Value chain analysis includes identifying how much of the final value of the consumed product is added at each stage and, therefore, the scope for increasing the proportion of the value that an extension client can achieve.

<sup>9</sup> Provision of these information services at various levels will, in some localities, be accomplished by stakeholders through programmes already under way: for example, information desks under the Ministry of Agriculture, and information centres under KENFAP.



resolution. Dealing with migratory pastoral communities has also posed a challenge in mainstreaming cross-cutting issues in extension messages.

Commercialization or privatization of extension services relating to cross-cutting issues need careful consideration. The Government will remain responsible for ensuring appropriate services on these issues are provided. However, it is also important that cross-cutting issues are fully integrated into other extension services wherever appropriate and feasible.

Most of the issues identified as cross-cutting are in essence incorporated in this Implementation Framework under the section on "Choice of Messages and Contents". However, in order to ease reference and facilitate delivery of holistic extension services to clients, cross-cutting issues are listed separately hereunder.

### **What NASEP says should happen**

*HIV/AIDS* ESPs will mainstream HIV/AIDS issues by emphasizing prevention measures, improved nutrition, labour-saving devices, income-generating enterprises, new nutrition and immune boosting bio-fortified products, and linking the affected and infected with specialized agencies. There will also be enhanced implementation of the Government policy on HIV/AIDS at workplace for extension personnel.

*Extension Clientele Rights* ESPs will build the capacity of community-based institutions to improve governance and management and create awareness of basic rights and obligations. They will also link the clientele with institutions dealing with adult learning to reduce levels of illiteracy.

*Sustainable Environment and Natural Resources Management:* All extension service providers will mainstream environment and natural resources-related issues in extension messages by imparting knowledge related to: water catchments management; soil and water conservation; agro-forestry and wetland utilization; appropriate land use allocation and management of economically viable production units; existing initiatives by other stakeholders on community-based natural resource management plans for land use, wildlife, fisheries, forestry, livestock; and the importance of community disaster preparedness, and link them with relevant institutions involved in early warning and disaster preparedness.

*Gender* ESPs will disseminate gender-sensitive technologies and interventions; influence development of gender-sensitive technologies; link extension clientele with other stakeholders on education and awareness creation on different rights as well as change of attitudes on gender relations in the community; influence mainstreaming of gender issues in schools and training institutions curricula; and target the youth, in and out of school, to help mould them as future farmers and agri-business entrepreneurs.

*Identification and targeting vulnerable groups* ESPs will identify and target the vulnerable groups among their clientele, such as the disabled, orphans and resource-disadvantaged in their extension messages and outreach programmes.



*Security, Community Conflict Mitigation and Resolution* ESPs will create awareness on the role of communities in conflict mitigation and resolution; link community-based groups and associations with agencies and stakeholders specializing in conflict mitigation and resolution; link community-based groups and associations with existing initiatives by other stakeholders on community-based natural resource management plans for land use, wildlife, fisheries, forestry, etc; and create awareness on the key tenets of the land policy on matters such as tenure (e.g. fragmentation) and utilization.

### **Implementing the Policy**

Sector ministries, through their own extension resources and by contracting private ESPs, will continue to provide extension services on cross-cutting issues. All ESPs will also be expected to integrate these issues into the services they deliver to their clients. For example, advice on production of a particular crop or livestock product will routinely include consideration of sustainability of soil and water resources and avoidance of conflict with other resource users.

With respect to all cross-cutting issues, appropriate mechanisms and measures will be put in place to ensure that all ESPs and other stakeholders will:

- (i) Use appropriate extension methods to create awareness of emerging issues and ways of addressing them.
- (ii) Identify specific issues in each area/locality.
- (iii) Build necessary capacity among the clientele and ESPs to deal with the issues locally.
- (iv) Link the clientele to appropriate service providers.
- (v) Promote participatory decision-making, especially in relation to issues relating to security and conflict, and natural resource management.

The stakeholders' fora provide an important opportunity for ESPs and others to share their experiences and learn from one another about how to effectively mainstream cross-cutting issues into their programmes. Mainstreaming cross-cutting issues will be part of the code of practice to which ESPs will sign up as part of the registration and regulation process.

ESPs and other stakeholders will carry out participatory identification and categorization of vulnerable groups in each area and link them to appropriate service providers.



### **3.6 Clientele Empowerment**

#### **Rationale**

Clients are empowered when they are able to exert influence on the services that they receive and have countervailing power to demand for services they deem necessary. Knowledge, information, skills, physical and financial resources, and appropriate institutions are critical elements in the empowerment process. A demand-driven extension system requires that the clientele have a strong voice in deciding priorities and the authority to hold ESPs accountable for the quality and effectiveness of the service they deliver. Experience in Kenya, for example in NALEP's Focal Area Approach, shows that three key elements to empowerment are: strong client-based institutions, clientele influence over allocation of resources for extension services, and clientele access to relevant information (for details refer to the section on AKIS) as a basis for decision-making and action.

#### **What NASEP says should happen**

ESPs will develop sustainable mechanisms for clientele empowerment by:

- (i) Promoting the establishment of farmer-based institutions and fora at different levels, starting from CIGs and linking to division and district-level clientele for a.
- (ii) Promoting good governance in clientele fora (e.g. groups, associations and cooperatives).
- (iii) Building clientele capacity to link and access local sources of public funding such as CDF, LATF and Produce Cess Fund.
- (iv) Promoting the ability of clientele to mobilize resources and link with financial institutions such as MFIs, SACCOS, village banks, formal banks and AFC.
- (v) Developing community information system networks and contact points and linking clients with markets.
- (vi) Seeking harmonization of empowerment approaches of different ESPs.

#### **Implementing the Policy**

Promotion of client-based institutions and fora will be undertaken by ESPs, producer organizations and stakeholders. These fora, though independent, will be members of the district and provincial stakeholders' for a. Their purpose is to enable producers have a platform for interacting with and making their voice heard by other stakeholders. These clientele fora will take issues of concern that need cooperation from others to the stakeholder fora at district or provincial level as appropriate. Other stakeholders may attend producers' fora by invitation or request



by the members. The purpose for their attendance is to offer specific expertise without being members of the forum.

The following steps will be undertaken to promote client-based institutions:

- (i) Formation and strengthening of Common Interest Groups (CIGs) in all locations. Individual producers in a location will be mobilized to form CIGs or cooperatives, while existing CIGs will be strengthened through curricula and guidelines for CIG capacity building approved by stakeholders' fora. However, the curricula will be based on the needs and demand of clients in different areas. The experience of stakeholders such as Ministry of Agriculture, Ministry of Cooperative and Marketing Development, and Ministry of Livestock and Fisheries Development with, for example NALEP, ASPS, PSDA, KAPP projects and NGOs such as Farm Africa and CARE will be recognized as useful reference points for districts.
- (ii) Formation of location clientele fora. One clientele forum will be established in each location, comprising CIG chairmen and/or representatives.
- (iii) Institutionalization of the CIGs and location fora. This will involve drawing up of constitutions, registration with the appropriate office, elections of office bearers/representatives.
- (iv) CIG/location fora signing MOUs with the service providers for implementing agreed work plans where applicable.
- (v) Formation of divisional clientele fora comprising elected representatives from each location forum.
- (vi) Formation of district clientele fora comprising representatives elected by each divisional forum.
- (vii) Formation of the national producers' forum, comprising representatives elected by each district forum.

ESPs and producer organizations will create awareness of local sources of public funding for development activities, including CDF, LATF, and Cess, and on how clientele groups and stakeholders fora can link to them for financial support.

Clientele's ability to mobilize financial resources and link with financial institutions such as MFIs and SACCOS will be enhanced by:

- (i) ESPs and stakeholders building clientele capacity on proposal writing and negotiations, through training in seminars and workshops.
- (ii) Identifying lending institutions in each district and their requirements through sharing and compiling of information at the DSHF.

- (iii) Capacity building of clientele groups by ESPs in savings mobilization for building grassroots micro-finance institutions such as SACCOS and village banks.

To develop community information system networks as a contribution to strengthening of the AKIS, the following steps will be carried out:

- (i) Enhance information gathering system at CIGs. ESPs, CIGs and producers' organizations will identify promoters in each CIG for: information management such as reporting, record keeping and updating; beneficiary impact assessments; and exchange of information with other stakeholders.
- (ii) Establish information centres at division, location and village levels. Divisional clientele fora, with support from ESPs and producers organizations, will identify promoters from each location forum and set up a producers' information hub at each division. The information to be maintained at each hub will be defined by the stakeholders and will include that generated by members through their grassroots CIGs and external sources such as research reports, books, pamphlets, video recordings and films. Such hubs will be eligible for competitive funding from the Stakeholder Extension Trust Fund.
- (iii) Encourage establishment of a producers' information resource centre in each district. District clientele fora, ESPs and producers' organizations will identify a volunteer promoter from each division and district forum who will link the district information resource centre to other information centres.<sup>9</sup>
- (iv) Establish regional agro-ecological zones (AEZ) information resource centres and recruit regional information officers through the initiative of stakeholders.
- (v) Encourage, through stakeholder fora, organizations setting up information resource centres to undertake needs analysis and ensure that the centres maintain relevant, high quality and up to date information.
- (vi) A national information resource centre, from which centres at other levels can access relevant information materials, will be established through the reform of the Agricultural Information Resource Centre.

Good governance will be promoted through:

- (i) Building capacity of all clientele organizations by training on group dynamics, leadership skills, financial management, civic education and crosscutting issues. Stakeholders, ESPs and producer organizations will share responsibility for these in ensuring appropriate principles, especially those promoting transparency and accountability, are applied.
- (ii) Regular participatory monitoring and evaluation (PM&E) of clientele fora and organizations, which will include supervision, follow up and backstopping. ESPs working with particular groups, and producers' organizations, will include this



as part of their service to clients and members, using the framework developed by sector ministries and stakeholders' fora.

Harmonization of approaches and methods will be achieved through a combination of self-regulatory systems and consensus reached in stakeholder fora, use of guidelines provided by professional associations, and compliance to rules provided by the Regulatory body. It is expected that empowered clients will increasingly demand for quality services delivered through appropriate approaches and methods.

### **3.7 Stakeholder Collaboration and Networking**

#### **Rationale**

In a pluralistic extension system, which promotes and supports farming as a business, collaboration and networking between a wide ranges of stakeholders is essential to achieving synergy. In the past, there has been little formal collaboration between ESPs and lack of linkage between ESPs and providers of other services within the value chain.

#### **What NASEP says should happen**

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

- (i) Formation of harmonized stakeholder collaborative fora at all levels (village, division and district), which will promote joint programme planning and implementation, information sharing, participatory M&E and impact assessment, and be a catalyst in promoting transparency and accountability in resource utilization.
  
- (ii) Formalization of collaboration through Memoranda of Understanding.

#### **Implementing the Policy**

Arrangements for coordination are presented under section 3.2. The following paragraphs complement that section.

The stakeholder fora at divisional, district and provincial level will provide appropriate opportunity for joint planning, implementation, information sharing and PM&E and impact assessment. A sub-committee on extension services provision will be established within each stakeholder forum and will maintain documentation and inventories of ESPs' activities in the respective division, district and province. ESPs will be required to submit plans and reports on their activities to the sub-committee, which will then be available to other ESPs. This will be among the conditions for them to be eligible for accessing funds from the SETF. The sub-committee will follow up to ensure that up to date reports are submitted regularly.





Planning and project implementation will be undertaken by ESPs together with their clientele at all levels through planning workshops and meetings involving all ESPs in each area.

The secretariat to the SHF at different levels will facilitate drawing up of MoU between itself, the respective ESPs and other relevant bodies. The MOU will specify issues agreed upon, including specific areas requiring harmonization or complementing of efforts, among others.

### **3.8 Building Capacity of Extension Service Providers**

#### **Rationale**

Most extension professionals in Kenya have been trained in the delivery of information, advice and technology aimed at increasing production. Implementing NASEP successfully requires extension personnel at all levels with appropriate knowledge, skills and attitudes for delivering demand-driven services that contribute to moving the sector's producers to a more commercial orientation of "farming as a business". Keeping up to date with emerging issues requires a strategic approach to human resource development and in-service training, while the pre-service education and training provided by universities and colleges requires regular reviews. Institutional challenges and constraints in this area include low levels of funding for training institutions, which in turn have been slow to commercialize their services and respond to market demands for specialised services.

#### **What NASEP says should happen**

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

- (i) A Human Resource Development (HRD) Strategy is developed for new trainings and retraining of extension personnel to cope with the new extension services provision philosophy.
- (ii) Extension personnel are well trained, skilled, motivated and facilitated to perform their duties
- (iii) Gender is considered in human resource development, recruitment and deployment.

Public training institutions will:

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



## **Implementing the Policy**

All ESPs and sector ministries will formulate a Human Resource Development (HRD) strategy after conducting training needs assessment for their extension staff, preparing an inventory of in-service training requirements, and developing an in-service training strategy. ESPs and sector ministries will also identify the emerging issues in extension and consequent retraining needs on the basis of which training institutions will develop appropriate curricula.

ESPs will ensure their staffs are motivated through training, provision of facilities, competitive remuneration and honouring their work plans and budgets. Evidence of continuing professional development will be a requirement for periodic re-registration and licensing of ESPs by the Extension Regulatory body.

Gender will be mainstreamed in HRD by ensuring gender equity in recruitment, deployment and training. ESPs will keep gender-disaggregated data so that they can monitor their performance in achieving gender balance.

Both public and private universities will be expected to review their curricula to ensure they keep up to date with the requirements of the extension profession and with the skills needed to promote farming as a business in a pluralistic, demand-driven context.

Government ministries will rehabilitate public training institutions that come under their purview, with assistance of development partners, to enable them deliver professional training for ESPs. This will involve:

- (i) Upgrading the physical facilities.
- (ii) Undertaking training needs analysis (TNA) and review of training curriculum.
- (iii) Developing training materials.
- (iv) Employing professional managers and trainers.

For ESPs to be registered and licensed by the Extension Regulatory body, they will be required to have a qualification relevant to extension from a recognized institution of further or higher learning in the agricultural sector. Where the body identifies concerns over the qualifications awarded by a training institution, it will report these concerns to the Ministry of Education for review and appropriate action.

Boards of Governors of public training institutions and government will work towards acquiring land title deeds. The institutions, with collaboration/guidance of respective sector ministries, will commercialize their services by offering quality, competitive services and diversifying the training courses they offer.

ASCU will coordinate sector ministries to undertake a study to review the mandates of the public training institutions in the agricultural sector, including universities.



It is the responsibility of ESPs and their employers to build their capacity on cross-cutting, social welfare and public good issues. In addition, sector ministries may provide training on these issues and make this training available to ESPs, where this is deemed conducive to government's responsibilities to provide extension services in these fields.

### **3.9 Participatory Technology Development, Packaging and Dissemination**

#### **Rationale**

Effective linkage between research, extension services and clients is important for the development and dissemination of relevant technologies. However, there are weaknesses in research-extension-clientele linkages, packaging and dissemination of technologies. Coordination among the institutions involved in technology development is inadequate. Investment in agricultural research and extension has declined and documentation facilities and information dissemination at all levels are inadequate. There is, therefore, a need to improve the development and availability of technologies appropriate for extension clientele. Research, particularly applied and adaptive research, must be driven by clientele demand and market opportunities.

#### **What NASEP says should happen**

The Government will collaborate with other stakeholders to:

- (i) Develop sustainable funding mechanisms to increase funding levels as stipulated in the SRA for technology development, packaging and dissemination.
- (ii) Prepare guidelines and establish special units for disseminating agricultural technology to extension service providers at different levels, starting at the location/ward/division levels.
- (iii) Place both public and private agricultural research organizations under one coordinating authority and/or establish the mode of operation through well defined MOU's with other stakeholders.
- (iv) Strengthen coordination of research activities by existing institutions, such as the National Council of Science and Technology (NCST) and create collaboration fora for agricultural research stakeholders.
- (v) Develop client-based/responsive research approach within the framework of NARS by improving the composition of research advisory committees.
- (vi) Ensure technology development is market and demand-driven and it covers the entire value chain.



- (vii) Ensure that sector ministries, research organizations and training institutions take a leading role in ensuring a workable mechanism for strengthening research-extension-client linkage and feedback.

### Implementing the Policy

Achieving policy objectives of participatory technology development, packaging and dissemination will be done through the structures and procedures of the reformed National Agricultural Research System (NARS).

These institutional structures and processes will include provision for cooperation and exchange of information between research, extension and stakeholders. The reforms will necessitate a NARS framework, procedures for institutional coordination, implementation of MOUs, the composition of advisory committees, and the institutionalization of a value chain approach to research.

ASCU will collaborate with NARS stakeholders and other development partners to develop sustainable funding arrangements for technology development. They will carry out a study of various funding mechanisms, including previous and current projects and programmes in Kenya, and use the findings of this study as a basis for developing proposals, which will be presented to stakeholders for consultation. These proposals will consider, *inter alia*, opportunities for generating income from Intellectual Property Rights (IPRs), payment of royalties and contracting.

Sector ministries will lobby the Ministry of Finance and the Sector Working Group (SWG) to ensure that budgetary allocation for research and technology development is increased in line with the SRA. Through participatory planning between public and private sector research institutions, the private sector will also be encouraged to increase investment in research and technology development.

Research institutions in the public and private sectors, including universities, will be urged/encouraged to establish Technology Dissemination Units (TDUs), which will serve as access points for new knowledge and technologies, and supply information on these to the various information centres. The establishment of the TDUs should include guidelines for their operation and a communication strategy to publicise the units and disseminate information and technologies.

Linkages will be strengthened through joint activities and networking. ASCU, in consultation with stakeholders, will agree on modalities for coordination between research and extension. Stakeholders will be expected to budget for their own participation in linkage activities. Even with funding and modalities in place, strengthened linkages are dependent on commitment from all stakeholders.

### 3.10 Agricultural Knowledge and Information System and Application of Information Communication Technology

#### Rationale

An efficient Agricultural, Knowledge and Information System (AKIS) ensures that all stakeholders are actively involved in the generation, storage, access



and exchange of relevant information and knowledge, in forms that they can understand and apply. AKIS in Kenya are currently not efficient because linkages among clients are generally weak and poorly coordinated. Clientele mostly rely on informal sources for information. Use and uptake/adoption of Information Communication Technology (ICT) in extension have been slow due to weak capacity to acquire and apply it. The situation is further aggravated by poor rural infrastructure, low clientele literacy levels, and inadequate use of electronic form of information storage such as CDs and websites and dissemination through radio and TV, among other channels. Improving the functioning of AKIS requires formulation of a sustainable strategy on sharing and exchanging information.

### **What NASEP says should happen**

The Government, in collaboration with other stakeholders, will:

- (i) Establish an integrated and dynamic database for the sector and improve access and utilization of generated information and experiences.
- (ii) Increase investment in agricultural information and knowledge systems, which will include capacity building in ICT and establishing information points in rural areas.
- (iii) Harmonize standards for packaging of user-friendly extension messages.
- (iv) Encourage use of participatory learning approaches and improving the reliability of information exchanged through farmer-to-farmer interaction and use of existing informal channels for enhancing the two-way flow of information between advisors and farmers.
- (v) Motivate the private sector through interventions such as rural electrification and lowering tariffs on solar power, to set up and operate ICT-based rural information centres and establishment of community-based radio.

### **Implementing the Policy**

ASCU, in collaboration with stakeholders, will put in place procedures for improving generation, storage, access to, and utilization of information and knowledge. This will involve:

- (i) Developing a database of AKIS actors and the categories of agricultural knowledge and information they hold.
- (ii) Providing identified websites with relevant information and facilitating linkage with each other.
- (iii) Developing and harmonizing standards and formats for packaging user-friendly extension messages.

- (iv) Establishing information centres at all levels and providing information that is easily accessible through public and private internet services, radio and television.
- (v) Improving linkage, networking and exchange of published agricultural information among the stakeholders.
- (vi) Drawing lessons from other initiatives such as the mobile information centres under the World Bank-funded Arid Lands Resource Management Programme (ALRMP) in the Office of the President; Arid Lands Information Networks (ALIN); and ICRAF-RELMA programme of establishing information centres.

The established information centres will:

- (i) Be eligible to bid for funds from the Stakeholder Extension Trust Fund in collaboration with clientele groups.
- (ii) Generate funds from service charges after they are fully established and commercialized.

The private sector is the main provider of communication and IT services. Functioning of the AKIS will be enhanced by increased private sector investment. Sector ministries will lobby the Ministry of Finance, and the Ministry of Transport and Communication to put in place incentives such as infrastructure development, tax waivers, and opportunity for information centres to bid for contracts in order to encourage private sector investment in ICT facilities.

All stakeholders will share responsibility of training users, including ESPs, and extension clientele in ICT skills with a view to maximizing benefits from available facilities.

Stakeholders will pursue different options for strengthening AKIS, including that of reforming the Agricultural Information Resource Centre (AIRC) to make it a centre of excellence in coordinating collection and retrieval of information in the agricultural sector.

### **3.11 Extension Facilitating Factors**

#### **Rationale**

Extension cannot be effective without several other supporting factors and services, which are essential for the success of agriculture as a business. These include roads, input supply systems and quality control systems, markets, agricultural credit, livestock holding grounds and quarantine stations. Provision of these has suffered from weak inter-sectoral planning and coordination at district level, inadequate investment by responsible stakeholders, and weak institutional capacity for enforcing existing laws and regulations governing the agricultural sector.



ASAL areas are highly disadvantaged in terms of facilitating factors due to the expansive and hostile environment and migratory nature of pastoral communities, and yet they are entitled and are expected to be served by public and private sector providers of extension and agricultural services.

Whereas extension facilitating factors fall outside the mandate of extension service provision, ESPs and other stakeholders have a responsibility to encourage responsible agencies to ensure there is an infrastructure and enabling environment in place that facilitates successful business-orientated production.

### **What NASEP says should happen**

To improve accessibility of extension facilitating factors, extension service providers will:

- (i) Link extension clientele to the providers of the facilitating factors.
- (ii) Influence the strengthening of inter-sectoral planning and coordination at district level and involve key members of DDCs in extension service planning and priority setting of required facilitating services.
- (iii) Build the extension clientele capacity to demand and access services through stakeholder collaboration mechanism at the national and district levels, and link with established facilities such as CDF, LATF and Produce Cess Funds.
- (iv) Support the development of well-managed and vibrant community-based organizations for savings mobilization, provision of credit, marketing and procurement of farm inputs.
- (v) Intensify education for the extension clientele on existing relevant laws and regulations on sustainable farming and trade practices.
- (vi) Influence the strengthening of MFIs operations through periodic reviews of the Micro Finance Bill so as to provide a fair playing ground for access to financial services by rural communities (refer to Farmer Empowerment).
- (vii) Empower extension clientele to link with relevant organizations on issues related to local and international trade.
- (viii) Influence the creation of an enabling investment environment to stimulate growth of the agricultural sector. This includes policies that are conducive to investment and provision of rural infrastructure such as roads, water, electricity, telecommunication, security and medical facilities.

### **Implementing the Policy**



Several of the provisions presented in earlier sections will contribute to meeting policy objectives of extension facilitating factors, particularly those relating to



clientele empowerment, extension approaches and methods, and contents and choice of extension messages.

As a normal part of extension service delivery, ESPs and their clients will identify issues and constraints that affect their enterprises. They will prioritize these issues and constraints and ESPs will support clients in making contact with relevant providers of services.

Inter-sectoral planning and coordination will be strengthened by incorporating providers of facilitating factors into stakeholder fora and defining the roles of all stakeholders with respect to provision of facilitating factors. The fora will develop benchmarks for M&E.

It is expected that stakeholder fora will lobby LGAs to use their cess income for infrastructure to support agriculture. Similarly, clientele through their fora and with the support of stakeholder fora will lobby for land reform, where existing land tenure arrangements act as a constraint on access to resources and to farming as a business.

In improving financial services:

- (i) ESPs will empower clientele groups to form and strengthen SACCOS and also link them to MFIs, FOSAs and financial institutions such as AFC so as to improve access to micro-credit.
- (ii) The responsible sector ministry will streamline operations and structure of MFIs to offer better services to rural clientele.
- (iii) ESPs will domesticate producer-based cooperative credit policy to local situations.
- (iv) DSHF will compile an inventory of MFI and assess their packages/products and relevancy to smallholder producers/processors.
- (v) ESPs will train clientele on resource management to facilitate farming as a business.

### **3.12 Modalities for Funding of Extension Services**

#### **Rationale**

Funding for extension services is provided by government with support from development partners through projects and programmes, and the private sector. In the private sector, the cost of advice and information is reflected in the price clients pay for their inputs, and in deductions from the proceeds of produce sales.

Funding to public extension service has been declining and there are no mechanisms for ensuring services respond to client demand, while poor planning and coordination of resource allocation to extension by different stakeholders leads





to duplication and wastage. There are limited financing mechanisms for extension services by the commercial private sector targeting marginalized and vulnerable groups.

Lack of exit plans for public extension service and poor facilitating factors create an unfavourable environment for the private sector to take an increasing role in provision of extension services. New funding modalities are therefore needed to ensure:

- (i) Future sustainability of extension services.
- (ii) Clients are able to exercise demand and accountability.

### **What NASEP says should happen**

As stated in the section on “Funding” in (section 3.2), extension will continue to be funded by government, private sector, universities and colleges, NGOs and civil society, with varying degrees of government funding (from zero to 100%).

In addition to commercialization and privatization (section 3.1), sector ministries and stakeholders will collaborate to develop, establish and operate a stakeholder-driven Trust Fund, managed by a Board of Trustees, for financing pluralistic extension services. A competitive grant system will be among the mechanisms for private sector and public institutions including universities to access funds for providing extension services.

Effective ways of representing the views of grassroots stakeholders in the whole process of micro-project formulation, work plan formulation and decision making organs of the Stakeholder Trust Fund will be devised to ensure that clientele are properly empowered and their voices are heard and considered. It is envisaged that promotion of diversification in enterprises and investments (section 3C above) will enable clientele to afford extension and other agricultural services.

### **Implementing the Policy**

Sector ministries will continue to fund the services they deliver through existing budgetary and spending procedures. The ministries will increase levels/degree of cost recovery from clientele.

Each sector ministry will contract out the delivery of services for which it is responsible, where this is deemed appropriate, using normal government procurement procedures.

An Agricultural Sector Stakeholders Extension Trust Fund (AS-SETF) will be established to fund, on a competitive basis, extension initiatives prioritized by clientele, ESPs and other stakeholders at district level.

ASCU will take the lead in developing the AS-SETF, through the following steps:

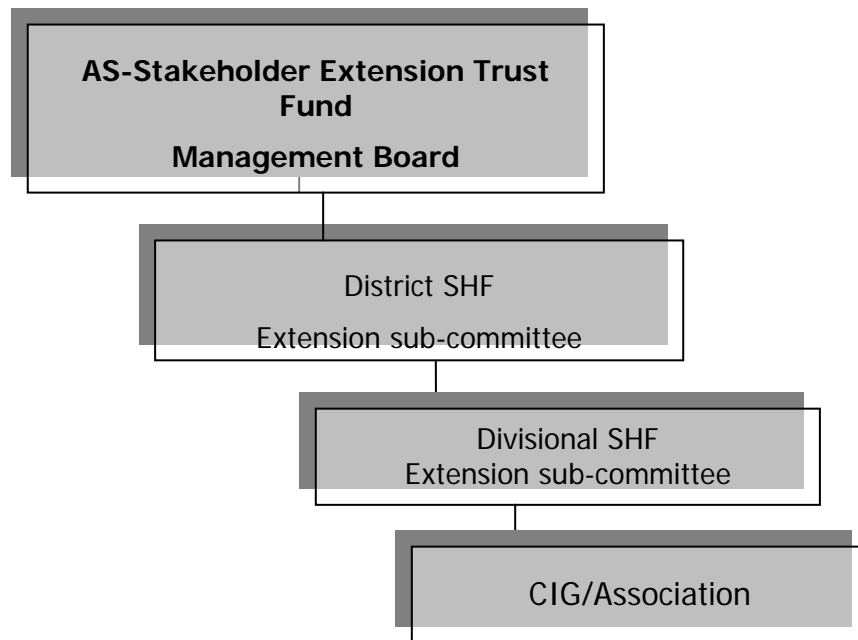
- (i) Convene a consultative forum with stakeholders to identify and agree on potential sources of financing.
- (ii) Prepare a position paper for Cabinet detailing the proposed modalities for the fund. This will include the provision that each sector ministry will factor into its budget an annual grant for the AS-SETF, to be set at a stated percentage of its total budget.
- (iii) Establish and register the AS-SETF at both national and district levels with the Attorney General's Office.
- (iv) Establish AS-SETF Board of Trustees, Management Board and Secretariat. Membership and roles of respective boards and secretariat are articulated under the relevant section of this NASEP Implementation Framework (under section 3.2).

Once the AS-SETF is established, the AS-SETF Board of Trustees, Management Board and Secretariat will develop AS-SETF operational modalities, including:

- (i) Management
- (ii) Constitution
- (iii) Secretariat
- (iv) Infrastructure
- (v) Procedures for paying into the fund and disbursement from the national level to district levels
- (vi) Competitive procedures for stakeholders and clientele to access the fund. These will be based on proposals submitted to the DSHF by ESPs, in which clear evidence is given that the proposal meets an expressed demand of a group of clientele, together with clear objectives, work-plan and budget
- (vii) A calendar of submission deadlines
- (viii) Arrangements for auditing, monitoring and evaluation of initiatives funded by the Trust Fund, which will include strong elements of downward accountability to clientele.



Figure 2: Proposed management structure of the Agricultural Sector Stakeholder Extension Trust Fund



Measures to encourage the private sector take over provision of extension services will include tax waivers for employers of ESPs; contracting out services to the private sector, including professional bodies and institutions such as universities; encouragement of contract farming; cost sharing between public and private sector where public sector extension staff are attached to private ESPs for service delivery; and secondment or attachment of public sector staff for capacity development. Sector ministries will lobby relevant ministries over tax waivers and identify opportunities for contracting out service delivery.



## **4. Institutional Framework and Linkages**

### **Rationale**

- (i) Currently, the sharing of information, knowledge and skills among researchers, extensionists, educators and farmers/pastoralists is limited due to poor linkage mechanisms among them.
- (ii) The current extension operational framework lacks adequate linkages with the research system, including farmers, pastoralist, fisher-folk, and other clients. The existing framework does not provide for decentralized mechanism for ensuring empowerment of extension clientele in information and knowledge sharing, resources mobilization and allocation. Additionally, it does not adequately address mechanisms for mainstreaming cross cutting issues such as HIV/AIDs, environment, gender and governance.
- (iii) Poor operational framework of the public extension system has led to the emergence of alternative extension service providers, such as NGOs, CBOs, private sector and individual extension service providers. However, the existing operational institutional framework does not provide for a regulatory mechanism to set and enforce standards for extension service providers, improve professionalism and monitor performance.
- (iv) Most agricultural education and training institutions have been run down due to budgetary constraints. This scenario further complicates the provision of extension services. The curriculum has not kept pace with the technological advances, farming environment and dynamic extension demands.
- (v) Existing extension approaches and methodologies have not fully embraced clients' socio-economic environment, value chain, market demand, cost effectiveness, agro-ecological diversity, clientele resourcefulness, and mainstreaming of relevant cross-cutting issues.
- (vi) There are no modalities for improving collaboration and networking among the stakeholders to provide a common ground for jointly addressing issues in extension and other rural development support services. Another related challenge is building mutual trust, and achieving harmonized planning among stakeholders.
- (vii) Inadequate funding, financial and other malpractices, including poor governance have led to weakening and collapse of existing institutions.
- (viii) Linkages among formal institutions and clients are generally weak and poorly coordinated due to inadequate human and financial resources, poor leadership and lack of access to reliable information by clients.

- (ix) ICT usage and its uptake in agricultural extension has been slow due to weak capacity to acquire and apply it, which is aggravated by poor rural infrastructure, and low clientele literacy levels.

### Policy Direction

- (i) The NASEP vision is to have ***“Kenyan agricultural extension clientele demanding and accessing appropriate quality extension services from the best providers and attaining higher productivity, increased incomes and improved standard of living by 2015”***.
- (ii) The key objective is to ***“empower the extension clientele through sharing of information and imparting knowledge, skills and changing of attitudes so that they can efficiently manage their resources for improved quality of livelihoods”***.
- (iii) NASEP requires that special efforts be dedicated to facilitating an implementation framework that is owned and driven by extension clientele, extension providers and technology developers. Where necessary, ASCU will work with stakeholders to facilitate the process of establishing relevant bodies and organs to spearhead a more coordinated institutional framework.

### Policy Implementation

Government structures and systems will coordinate implementation of the NASEP policy framework. The Inter-ministerial Coordination Committee (ICC), comprising of ministers of the agricultural sector ministries has been put in place for policy direction and guidance for the implementation of SRA. Under the ICC, the National Steering Committee (NSC) comprising the Permanent Secretaries of the sector ministries coordinate policy implementation. The Technical Committee, under the NSC, comprising stakeholders drawn from public, private sector and development partners provides technical advice to the NSC. ASCU is the inter-ministerial coordination unit to spearhead SRA implementation.

To ensure seamlessness in agricultural research, extension, education and training institutions, linkages will be enhanced by Agricultural Research Extension and Education Council (AREEC). The Council will be established under ASCU and will operate through committees. A National Extension Coordination Unit (NECU) will be established under the Council Secretariat. NECU will be the technical arm of the Council Secretariat on matters of agricultural extension services.

The existing national legal framework will provide an enabling environment for policy implementation. Existing national legal instruments and structure in the agricultural sector include: the agriculture-related Acts Cap 318, 326, 490, and 250. The SRA recognizes the need for regulatory reforms, which would further enhance the implementation of NASEP and National Agricultural Research System Policy (NARSP).



ASCU will facilitate the establishment and operationalization of the National Stakeholder Fora.

In order to articulate a demand-driven extension system, deliberate efforts will be made by various stakeholders to build the capacity and empower clientele groups, associations, and cooperative societies, NGOs, CBOs and FBOs. Stakeholder Fora formed at various levels will harmonize efforts and approaches for improved extension services (refer to Tables 1 and 2).

**Table 1: Stakeholders Involved in Different Processes of Extension Provision under NASEP**

Key processes and the organizations/bodies involved				
Expression of client demand	Funding process	Coordination	Implementation of extension services	Regulation, accreditation quality assurance
Client groups	ASDF	ASCU	Sector ministries	Regulatory body
NGOs, CBOs, FBOs, wider civil society	Sector ministries; Development partners; Self funding	Sector ministries; NGO Council; stakeholders	NGOs, CBOs, FBOs	Professional bodies; Extension Regulatory body
Clientele fora	Clientele Sector ministries; Development partners	SHF ext. sub-committee	Commercial ESPs; Public ESPs	KEBS; Extension Regulatory body
SHF	Self; Development Partners	Sector ministries	ESPs	ESPs; Extension Regulatory body
Cooperatives	Coops / SACCOS; Sector ministries; Development partners	Sector ministries; Management committees	Training institutions; ESPs	Extension Regulatory body
ESPs	Commercial sector ASDF	SHF	ESPs	Extension Regulatory body; Professional Body
Individual clients	Self; Commercial sector ; FBOs	Self	ESPs	Sector ministries; KEBS Extension Regulatory body
(sub)-DAC, PAB, CAB	Ministry of Finance	Sector ministries	Sector ministries	Extension Regulatory body
Producer associations	Self; Development Partners	Apex bodies	Affiliate members	KEBS; Extension Regulatory body; KEPHIS

**Table 2: Articulation of demand driven extension system**

LEVEL	Key players	How clients express their demand	Structures to serve	Functions
<b>LOCATION</b>	Individual clients; Clientele groups and associations; NGOs, CBOs FBOs; Cooperatives; ESPs; Local chiefs; AREET institutions	Direct contacts; Representation ; Consultative forum; Negotiations; Lobbying; Memoranda; Proposals	CIGs; LDCs; Farmer fora; Clientele organizations; Cooperative societies; Sub-eco-regional level in case of research stakeholder	<ul style="list-style-type: none"> <li>- Identify problems</li> <li>- Prioritise problems</li> <li>- Develop action plans</li> <li>- Coordinate &amp; implement plans</li> <li>- Proposal writing</li> <li>- Source funding</li> <li>- Form networks</li> <li>- PM&amp;E</li> </ul>
<b>DIVISION</b>	SHF; sub-DAC; Clientele groups and associations; NGOs, CBOs, FBOs; Clientele fora; Cooperatives; ESPs; Individual clients; CDF ; Sub-DDC; Government staff ; Education & training institutions;	Direct contacts; Representation; Consultative forum; Negotiations; Lobbying; Memoranda; Proposals	Div.SHF; Divisional clients (producer) organization; Sub-DAC; Sub-DDC; CDF committee; Sub-eco-regional level in case of research	<ul style="list-style-type: none"> <li>- Identify problems</li> <li>- Prioritize problems</li> <li>- Develop action plans</li> <li>- coordinate &amp; implement plans</li> <li>- Proposal writing</li> <li>- Source funding</li> <li>- Form networks &amp; linkages</li> <li>- PM&amp;E</li> </ul>

LEVEL	Key players	How clients express their demand	Structures to serve	Functions
	Research institution/agencies		stakeholder	<ul style="list-style-type: none"> <li>- Report writing</li> <li>- Capacity building</li> <li>- Provide a consultative fora</li> <li>- consolidate the proposals and reports</li> </ul>
<b>DISTRICT</b>	DAC; Clients groups and associations; NGOs, CBOs FBOs; Clientele fora; Cooperative Unions; ESPs; Individual clients; DDC; AREET institutions	Direct contacts; Representation; Consultative forum; Negotiations; Lobbying; Memoranda; Proposals	DSHF; District clientele organization; DAC; DDC; CDF committee; Eco-regional level in case of research stakeholder	<ul style="list-style-type: none"> <li>- Identify problems</li> <li>- Prioritize problems</li> <li>- Develop action plans</li> <li>- Coordinate &amp; implement plans</li> <li>- Proposal writing</li> <li>- Source funding</li> <li>- Form networks &amp; linkages</li> <li>- PM&amp;E</li> <li>- Report writing</li> <li>- Capacity building</li> <li>- Provide a consultative fora</li> <li>- consolidate the proposals and reports</li> <li>- Work-plan &amp; budget approvals</li> <li>- Provide funding /facilitation</li> <li>- Technical backstopping</li> </ul>
<b>PROVINCE</b>	PAB; Clientele groups and associations; NGOs, CBOs FBOs; Clientele fora; Cooperative Union; ESPs; Individual clients; AREET institutions	Direct contacts; Representation; Consultative forum; Negotiations; Lobbying; Memoranda; Proposals	PSHF; Provincial clients organization; PAB; P MEC; Eco-regional level in case of research stakeholder	<ul style="list-style-type: none"> <li>- source funding</li> <li>- Form networks &amp; linkages</li> <li>- PM&amp;E</li> <li>- Report writing</li> <li>- Capacity building</li> <li>- Provide a consultative fora</li> <li>- Consolidate the proposals and reports</li> <li>- Work-plan &amp; budget approvals</li> <li>- Provide funding /facilitation</li> <li>- Regulation</li> <li>- Technical backstopping</li> </ul>
<b>NATIONAL</b>	CAB; Clientele groups and associations; NGOs, CBOs FBOs; Clientele fora; Cooperative; Unions/NACOs; ESPs; Individual clients; Professional associations; AREET institutions	Direct contacts; Representation; Consultative forum; Negotiations; Lobbying; Memoranda; Proposals	NSHF; National clients organization; CAB	<ul style="list-style-type: none"> <li>- Proposal writing</li> <li>- Source funding</li> <li>- Form networks</li> <li>- PM&amp;E</li> <li>- Report writing</li> <li>- Capacity building</li> <li>- Provide a consultative fora</li> <li>- Consolidate the proposals and</li> </ul>





LEVEL	Key players	How clients express their demand	Structures to serve	Functions
				<ul style="list-style-type: none"> <li>reports</li> <li>- Work-plan &amp; budget approvals</li> <li>- Provide funding /facilitation</li> <li>- Regulation</li> <li>- Technical backstopping</li> <li>- Policy guidance</li> </ul>

In recognizing that there will be various categories of extension service providers authorized to operate, including government bodies, an independent regulatory body will be formed after a thorough consultative process involving all stakeholders, providers (public and private) and extension clientele (producers, processors, etc). Professional bodies will be consulted for professional advice in the formation and running of the regulatory body. The SHF will be expected to instil in its members a self-regulating culture in addition to adhering to rules and regulations set out by the Extension Regulatory body established under this Implementation Framework.

In order to rationalize and harmonize allocation of resources for demand-driven extension services, an Agricultural Sector Development Fund will be established and accessed by eligible users through a competitive process. The fund will be established under the coordination of ASCU and spearheaded by all key stakeholders. The Sector Working Group under the Medium Term Expenditure Framework (MTEF) would play an important linkage role in ensuring that official pledges for the Fund by government and development partners (Official Development Assistance) are factored into the central government and LGA budgets.

Clients will be expected to articulate their demands to ESPs through their Common Interest Groups (CIGs), representations in consultative fora, negotiations and lobbying mechanisms.

Local institutional structures such as farmers' fora, stakeholders' fora, Agricultural Research, Extension, Education and Training (AREET) institutions and cooperative societies will be expected to draw common strategies for priority setting, action plan development, coordination of plan implementation and M&E. They will also be expected to prepare proposals for micro-projects, source for funds and form networks with other stakeholders.

Local administration and ESPs will assist grassroots institutions in building clientele fora and articulating development strategies.

Other important structures/organs within the districts including the DAC, DDC and CDF Committees, will work closely with the secretariat of the Stakeholder Forum.



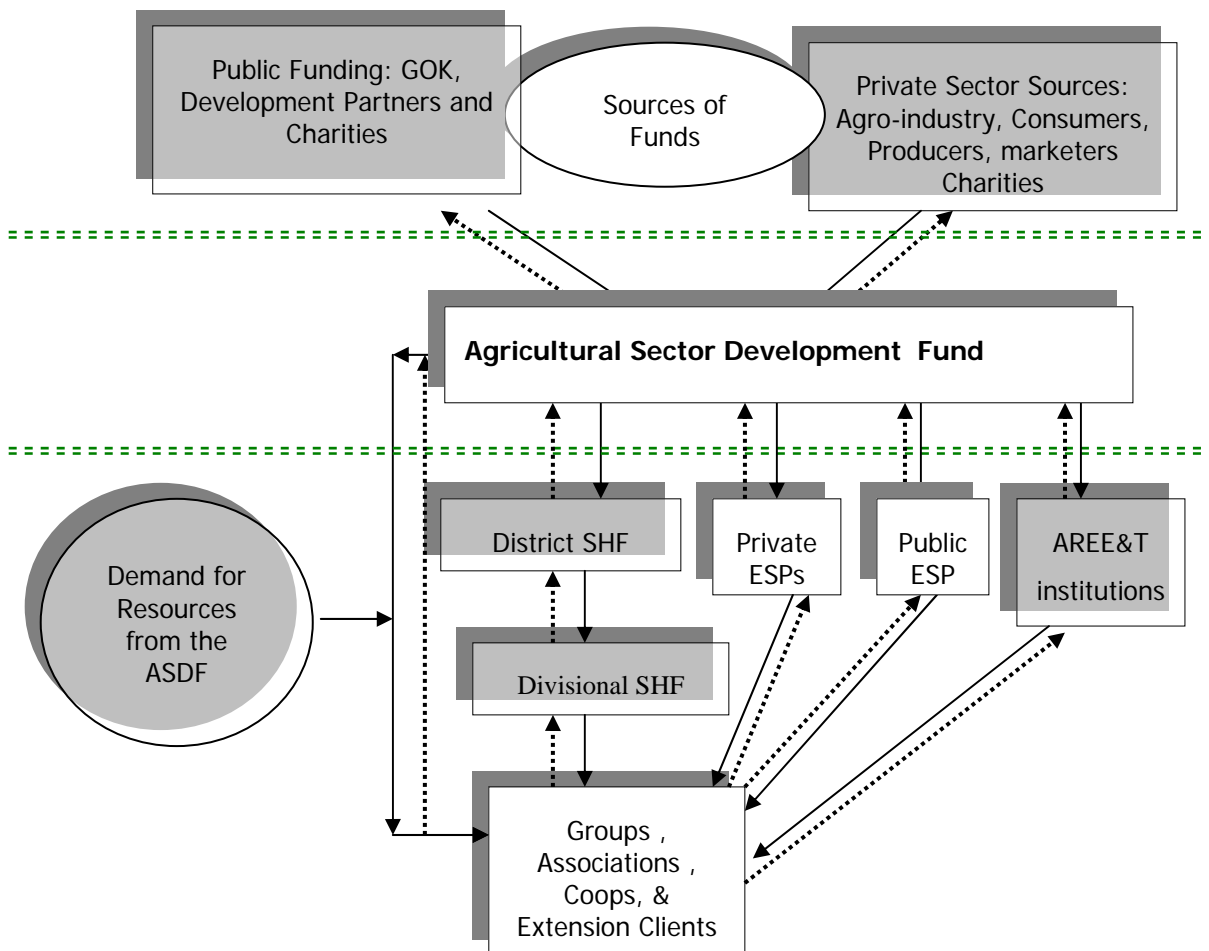
NECU will be responsible for ensuring that extension services delivery is well coordinated through a stakeholder-driven approach (refer to Figure 3). The NECU will be responsible for ensuring that ESPs undertake their functions within the agreed guidelines and procedures set by the regulatory body. There will be Coordinating Units/ Committees set up at the provincial, district and divisional levels for vetting and coordinating extension delivery. The extension subcommittees will focus on issues of extension. All extension programmes will be members of this sub-committee.

The proposed Agricultural Sector Development Fund (ASDF) will be used to finance agricultural research, extension, education, training and other agricultural development facilitating factors. Funds will primarily be drawn from public sources (government, official development assistance and grants) and private sources, mainly agro-industry, consumers and producers (refer to Table 1 and Figure 3).

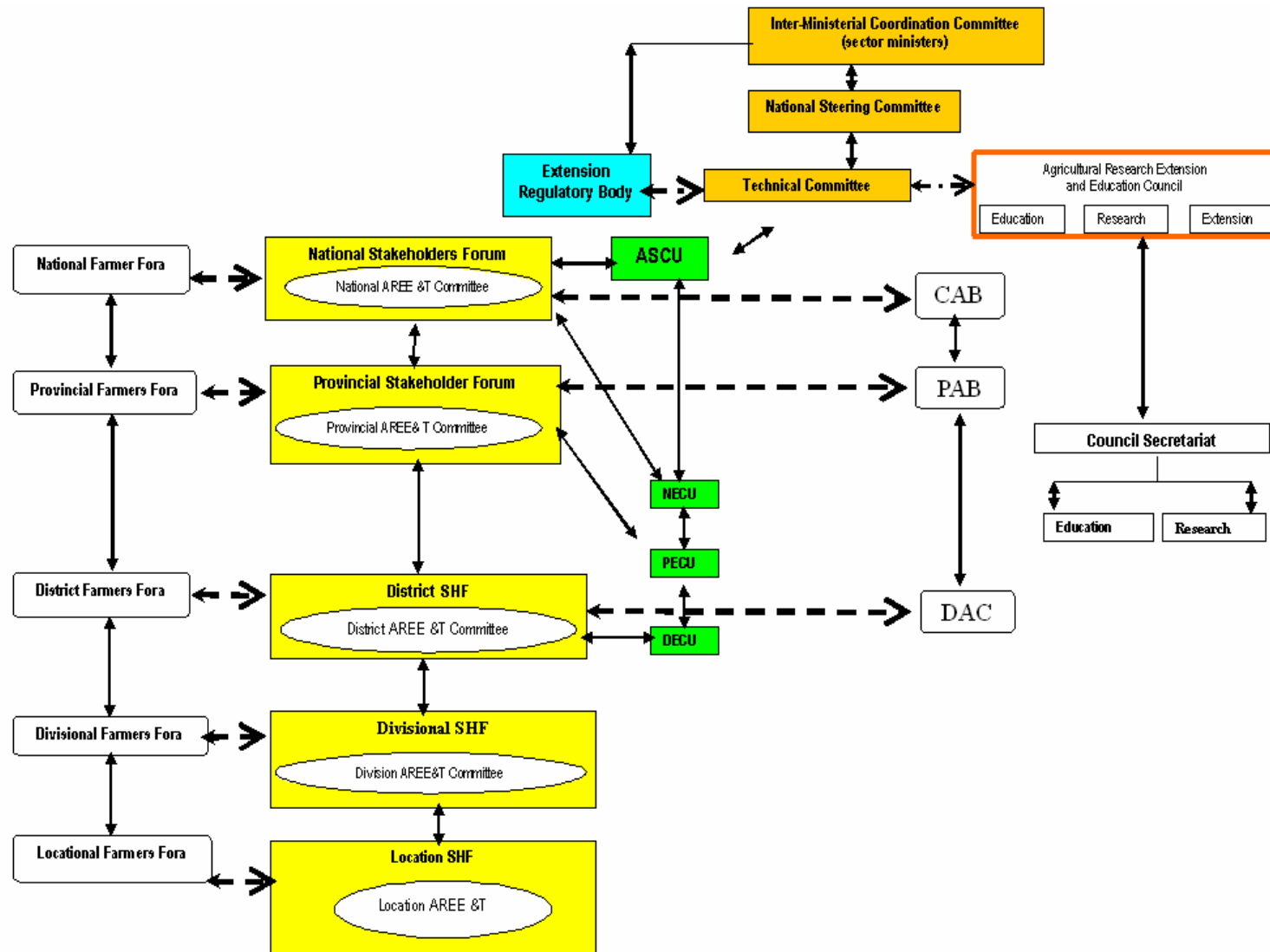
The main users of the funds to be channelled through the ASDF will be extension clients, mostly through their groups and associations, which will apply directly from the Fund or through ESPs such as NGOs, private companies and AREE&T institutions.



Figure 3: Overall framework for Agricultural Sector Development Fund (ASDF)



*National Agricultural Sector Extension Policy Implementation Framework*





## **5. Strategies and Timeframe for NASEP Implementation**

### **Special Implementation Issues**

It is important that all the agreed issues to be undertaken by stakeholders in implementing NASEP are systematically undertaken by different stakeholders in a complementing manner. The planning should bear in mind the overall timeframe for achieving objectives; that is year 2015, as set out in NASEP.

There will be an overall plan 2006/07 to 2014/15 from which stakeholders will prepare specific strategic plans to fulfil what concerns their areas of interests, preferably 3 year strategic plans, starting with the first 3 year strategic plan: 2006/07-2008/9; then 2009/10-2011/12 and ending with 2012/13-2014/15.

There will be precursor activities before the strategic plans are set in motion. These include (refer to table 3):

- (i) Stakeholder participation in preparing NASEP-IF.
- (ii) Preparing a communication strategy for NASEP-IF.
- (iii) Launching of NASEP-IF.
- (iv) Identifying sources of funding for NASEP-IF initial activities.

In the immediate future (2006-2007) (refer to table 4), the following activities are envisaged:

- (i) Taking an inventory of existing ESPs and forming their association.
- (ii) ESPs preparing their Service Charters.
- (iii) Categorization of extension clientele and making regular updates of the database.
- (iv) Moving towards Government contracting out extension services delivery.
- (v) Establishing a Stakeholder Trust Fund (STF).
- (vi) Establishing a regulatory body for ESP.
- (vii) Formation of stakeholder fora where absent.
- (viii) Formation of Extension Services Coordination Committee out of the stakeholder fora.

From 2007-2008 onwards, it is expected that the institutional framework will be in place for full implementation of NASEP. Progress along the path of commercialization of extension services will be reviewed at least every five years.



## Publicity for NASEP and NASEP-IF

### What NASEP says should happen

NASEP is a sector policy, whose vision and objectives are relevant to all stakeholders in the sector. Achieving widespread awareness and ownership of the policy and understanding of the implementation procedures is an implicit requirement for effective implementation. A communication strategy is therefore needed to encourage and enable:

- (i) Stakeholder involvement in the various processes detailed in the Implementation Framework,
- (ii) Informing stakeholders of developments in policy implementation including both successes and failures, and
- (iii) Disseminating new information on extension messages and approaches. This should entail an education campaign during launch of the policy, followed by regular updates on how the policy is implemented.

NAEP and NALEP-IF were not widely known outside the sector ministries. Indeed, even within the sector ministries, there were some misconception between NALEP as a programme funded by SIDA, and NALEP-IF as a mode of operating a demand-driven and pluralistic extension system. The lessons from areas where NALEP had shown success were not adequately articulated and shared widely with the extension fraternity in the country.

For NASEP to be effective as a sector wide policy, it is essential that its principles and provisions are known by all stakeholders in the sector and that they are willing to play their part in the achievement of its objectives. Three sets of stakeholders, in particular, need to be fully aware of the provisions and modalities of NASEP as they apply to them: clientele, private sector ESPs, and public sector ESPs including staff of sector ministries.

ASCU, in consultation with stakeholders, will publicise NASEP and NASEP-IF through print and electronic media, workshops, and exhibitions in accordance with best practice within the members of parliament, financial institutions, higher education institutions, research institutes, development partners, region and globally. *Communication partners/audiences* will include extension clientele, ESPs, staff of sector ministries at all levels.

The strategy to be applied, details on costing, as well as plan of action will be articulated by the publicity sub-committee of the Extension Task Force.



**Table 3: Outputs and activities for Implementation Framework, before and after launch**

Outputs	Activities and processes needed	Responsible	Timeframe (S=start; F=Finish)				Funds (US\$)
<b>(a) For immediate and short term implementation</b>							
1. Stakeholder views obtained in preparing NASEP-IF	Conduct senior government officials meeting; and Regional Workshops in 10 centres	ASCU	<i>S: Jun 06</i>	<i>F: July 06</i>			
2. A strategy for publicising NASEP and NASEP-IF prepared	ETF prepares a strategy and submit to TWG for approval	ETF Pub S-Ct			<i>S: Oct 07</i>		
3. NASEP-IF finalised and launched	Finalise workshops and prepare draft 1	ASCU		<i>Jul 06</i>			
4. Stakeholders aware of NASEP and NASEP-IF	Implement publicity strategy	ETF Pub S-Ct		<i>S: Jan 08</i>			
5. Sources of funding of NASEP-IF initial activities identified	ASCU to coordinate fund raising from different sources	ASCU		<i>S: Aug 07</i>			
6. Cabinet and Sessional papers for NASEP and NASEP-IF prepared	Prepare the necessary papers for government approval of NASEP and NASEP-IF	ASCU		<i>S: July 07</i>	<i>F: Dec 07</i>		
7. Inventory of ESPs undertaken	Prepare TORs and tender documents; and conduct surveys	ASCU (KAPP funds)	<i>S: Jun 06</i>	<i>F: Sept 06</i>			
8. National guidelines/criteria for categorization of extension clientele prepared	Participatory process for identification and categorisation to be used	ASCU		<i>S: Sept 07</i>	<i>F: Mar 08</i>		
9. Current status of DSHF reviewed and recommendations made on membership, mode of operation	A study to be carried out	ASCU (consultancy)		<i>S: Sept 07</i>	<i>F: Dec 07</i>		
10. Stakeholders include budgets for SHF	Include in agenda for existing SHF for discussion and approval as a strategy	SHF				<i>Dec 07</i>	
11. Model ESP Service Charter	Capacity building of ESPs to develop	NECU		<i>April 08</i>			





*National Agricultural Sector Extension Policy Implementation Framework*

Outputs	Activities and processes needed	Responsible	Timeframe (S=start; F=Finish)				Funds (US\$)
prepared	the Service Charter						
12. PM&E Framework for NASEP prepared	Develop results framework for NASEP -IF	ETF		Mar 08			
13. National SHF established	Election of officials done	DSHF & PSHF			Sept 07		
14. National Extension Coordination Unit established on interim basis	Appointment of interim secretariat	NSC		Sep 07			
15. SHF Interim Sub-Committee on Extension established	To be created after the formation of NECU	National SHF and Provincial SHF			Nov 07		
16. DSHF Sub-Committees on Extension Established	To be created after the formation of SHF	District SHF				Jul 07	
17. SHF at all levels and work plans prepared	Subjected to the operations of SHF	SHF				Dec 07	
18. Procedures for arbitration and resolution of disputes established.	Prepare working draft for consideration by NSF	ETF				Mar 08	

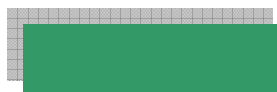
<b>(b) For longer term implementation</b>												
Activity	2006		2007				2008				Beyond	Action by
	June-Sept	Oct-Dec										
1. Compile inventory of ITK			Mar									ASCU/KAPP/SHF
2. Compile details of lending institutions in each zone			Mar									DSHF
3. ESPs prepare Service Charters				Jun								ESPs
4. Categorization of Extension Clientele (EC)					Jul							KAPP
5. Up-dating the categories of EC									[continuous]			DSHF
6. Govt contracting out Extension Services Delivery												Ministries
▪ Prepare a position paper Using no. 2 output			Jan									
▪ Ministries include provision in 2007-8 budgets			Feb									
▪ First contracts issued					Jul							







<b>(b) For longer term implementation</b>												
<b>Activity</b>	<b>2006</b>		<b>2007</b>			<b>2008</b>				<b>Beyond</b>	<b>Action by</b>	
7. Establish a Stakeholder Extension Trust Fund (SETF)					<i>Jul</i>							<i>Stakeholders</i>
▪ Determine membership of Board of Trustee, Management Committee		<i>Oct</i>										
▪ Position paper submitted to Cabinet		<i>Oct</i>										
▪ Sector ministries factor SETF in their budgets			<i>Feb</i>									
▪ Other stakeholders factor SETF in their budgets		<i>Dec</i>										
▪ SETF established and registered with A-G office												
8. Establish a Regulatory body for ESP												<i>ASCU</i>
▪ Consultations on establishing		<i>Dec</i>										
▪ Sessional Paper and draft Bills				<i>Apr</i>								
▪ Regulatory body in place					<i>Jul</i>							
9. Formation of Stakeholder Fora where absent												<i>Stakeholders</i>
▪ Divisional				<i>Apr</i>								
▪ District				<i>Jun</i>								
▪ Province					<i>Jul</i>							
▪ National						<i>Dec</i>						
10. Coordination Unit funded and managed by stakeholders										<i>Dec</i>		<i>ASCU/NSF</i>





## **6. Annex**

### **List of stakeholders involved in extension services provision**

- Sector Ministries: Ministry of Agriculture, Ministry of Livestock and Fisheries Development, Ministry of Cooperative and Marketing Development, Local Authorities, Department of Irrigation Development, Department of Forestry, Attorney General Chambers, Ministry of Finance.
- Parliamentary Committee on Agriculture and Natural Resources.
- Private companies: Kenya Malt (KBL), Kenya Flower Council, BAT, Mastermind, KTDA, farm input suppliers.
- Industry associations: AAK, STAK, Milk Processors Association.
- State corporations: KSB, CBK, Pyrethrum Board, Dairy Board, TBK, HCDA, Veterinary Board; CAIS.
- Producer associations and cooperatives: Cereal Growers Association, KENFAP, KFA, KCC, KPCU, KNFC.
- Professional associations: KESAP, KVA, APSK, KFA (Forestry).
- Financial institution: e.g. AFC, Cooperative Bank, MFIs.
- National research and institutions of higher learning: KARI, Egerton University, JKUAT, Moi University, Methodist University, Baraton University, University of Nairobi, Bukura, Kilifi, AHITIs, Cooperative College.
- International organizations, such as ILRI, ICIPE, ICRAF (World Agro-forestry Centre), ICRISAT.
- NGOs: ABSF, Africa Harvest, ISAAA, Action Aid, World Vision, Farm Africa, Plan International, VI Agro-forestry, Heifer international, Oxfam.
- CBOs, FBOs, producer groups
- Development partners, for example SIDA, IFAD, World Bank, DANIDA, GTZ, DFID.