

**Consolidated Responses for the PAFNet Discussion for the months of November 2014 – January 2015:**

**Date: 28/11/2014 – 23/01/2015**

**“How to Improve Linkage between Farmers, Extension and Research”**

The PAFNet topic for the month of December 2014/ January 2015, “How to improve linkages between farmers, extension and research”, highlighted a very popular trend of issues being faced alongside expected measures to help diminish the linkage problems faced in the three key areas. In summing up all the responses, the most common issue acknowledged as the core break in the link between farmers, extension and research was the lack of communication and farmer consultation.

An efficient agriculture production system requires an effective communication system between farmers, extension and research. Therefore, in respect to the three interest groups, farmers, extension officers and researchers, each have different needs that all correspond to the development of agriculture. The key feature that was also underlined in the discussion was finding a common ground to meet the different needs of the three groups.

Investing the time and effort in information, communication and knowledge management (ICKM) was a proposal made to help bridge the gap between researchers, extension officers and researchers. A strategy to enforce the ICKM, according to the members, is to promote farmer consultation through on-farmer research field visits. In addition, if extension officers’ place more emphasis on promoting innovation and technology that are receptive to the needs of farmers, this would lay the pathway for a surge in farmer responsiveness.

In addition, many respondents stated that the inability to extract and store tacit knowledge was another concern hindering the connection between the three stated areas. The ability of gaining tacit knowledge was labelled as a significant component to strengthening the link between farmers, extension and research. Discussions circulated around documenting this tacit knowledge from the key interest groups which would be accessible and manageable, whereby the content could be used to enhance agricultural development with a sustainable approach. Additionally, the concept of mentoring was also specified as a means of capturing tacit knowledge, where farming, extension and research can be practiced and passed down to others in the same sphere of interest.

Furthermore, members also stressed the lack of funding and political interest as a hindrance to improving the linkages between farmers, extension and research. As a result of the lack of funding, extension and research cannot cover the geographical areas assigned in various Pacific island countries. In addition, seeing this as a fundamental link, it was suggested that a boost in government policy planning be considered and emphasized in collaboration with the needs of farmers to help strengthen the connection of the three key areas.

However, seeing that the relationship between farmers, extension and research is almost non-existent, members raised a point of being more realistic with what can be provided to farmers with

the current information being disseminated. Also, rather than trying to initiate new strategies to increase farmer responsiveness, actions to improve the linkages should be approached by going through already existing organizations and agricultural ministries to enhance information being communicated and generated.

The assessments of the consolidated responses were gauged from the question below:

Please visit the following link PAFNet discussion: [http://www.spc.int/lrd/pafnet-publications/cat\\_view/137-all/136-pafpnet/491-discussion-queries](http://www.spc.int/lrd/pafnet-publications/cat_view/137-all/136-pafpnet/491-discussion-queries)

Responses from:

1. [Mr. Michael Hoota](#)
2. [Mr. John Ericho](#)
3. [Mr. Fereti Atumuriravi](#)
4. [Mr. Tommy Tuuamalii](#)
5. [Mr. Vikash Kumar](#)
6. [Mr. Abner Yalu](#)
7. [Mr. Elick Guaf](#)
8. [Mr. Antoine Ravo](#)
9. [Mr. Siosua Halavatau](#)
10. [Mrs. Lavinia Kaumaitotoya](#)
11. [Mr. Peter Walton](#)
12. [Ms. Mereseini Seniloli](#)
13. [Mr. Lennard Powell](#)
14. [Mr. Ropate Salele](#)
15. [Mr. Clifton D. Gwabu](#)

1. **Mr. Michael Hoota**

How do we capture tacit knowledge and how do we harness it to improve our extension approaches and methodologies?

I think we should not continue on who is more important between than research and extension. One focus question for us to tackle is how (research and extension work in harmony) in order to solve our clients' needs. The research and extension tussle is an old corporate issue. Unfortunately, the poor farmers and clients have been neglected.

I ask these questions;

1. Why farmers do own research?
2. Why most technologies developed by research are not adopted by farmers?
3. Why more and more councils and federations are being established?
4. Why the general public continue to complain about MAFFF not helping?

Private Public Partnership (PPP), in my opinion is the way to go. A large concept and needing further clarity and education to foster implementation. One thing for sure, farmers must share the driver's seat.

## **2. Mr. John Ericho**

Dear All,

I think the way to bridge that gap between research and extension and farmers is what is called, "participant research". Start from the known to the unknown principle where extension/research officers will discuss the prevailing issues with the farmers and identify the unknowns, that's where the research intervention is structured. The farmers participate in the research by working on the "controls" and the interventions with the researchers. Once the data is collected the researchers will do the analysis and present the results in pictorial form to the farmers. The farmers should own the results as they were participants and much easier to assimilate the new information and they can effect changes to their practices.

Off course not all farmers are able to participate in the research but if a couple of them who are able to do that do it and when they begin to reap the benefits the others will learn from what is called "observant learning". In other words some farmers become pilot projects and others learn from their successes.

Why does research always have to be so aloof and detached from the people who need it?

Cheers,  
John.

## **3. Mr. Fereti Atumuriravi**

The linkage between farmers, extension and research is crucial for agriculture development. In an ideal situation, we would like a two way flow of information between these links.

A farmer's perspective would be the following;

- availability of new varieties (seeds and vegetative means),
- market information (demands and supply for local and overseas),
- farm input updates (recommend soil amendments, IPM compatible products ect),
- ban or phasing out pesticide products,
- weather forecast,
- farm land sale information,
- tractor and farm implement sale information,
- provide feedback to extension officers on any issues that they encounter in the field (performance of released varieties, pest & disease problem, suggestions etc.).

An extension Officer's perspective would be as follows;

- New research release in terms of improved varieties/seeds (high yielding, early to market, tolerant to pest and disease, high market demand etc)
- Agronomic practices and packages accompanying each released variety
- specific recommendations of soil amendments and varietal suitability for each land use capability or carrying capacity
- production of farmer seeds
- dissemination of research information to farmers
- conduct field days
- farmer field schools
- feedback farmers issues and suggestions to research

Whilst to a researcher, conduct field and laboratory adaptive research on the following;

- Introduction of new improved varieties
- Screening and evaluation of suitable tropical varieties at different ecological regions
- Multisite replicated yield trials
- Multisite Demonstration trials
- Production of awareness material for training purposes
- Production of breeders seed/planting material
- Release of farmer seed/planting material
- train of trainers to extension staff
- formulate a solution to the feedback received from extension officers
- amend the shortfall, propose new approaches

Now having these flow of the information on either way would require managers to obtain the required qualification and experiences at research and extension and then equipped with appropriate funding, staffing and backing of relevant government policies is all it require to make this work. Having said that, the most influential element and extremely difficult aspect to control to aid the process work as expected is the involvement of politics and differences in the human judgement. This is a really a complex situation where there must be a lot more good leaders at different levels with a sense of purpose that could make a difference.

Agreed with an earlier respondent from Tonga, that there is that tradition of an on-going disagreement between extension and research at least for Tonga and Fiji but might be the same trend across the Pacific, maybe.

Regards.

#### **4. Mr. Tommy Tuamalii**

Regarding the question is given for sharing experiences about the linkage between the farmers, extension and researchers and how to capture and improve it in the way of approaches and methodologies, these are the main experiences that I believe that help to tackle this question that have been noted below;

- 1) Conduct consultations with farmers in any forms like PRA, group discussions, meetings and etc to identify their needs and problems and see what sort of approaches that need to take into action to solve the problems. These approaches including farmer trainings and on-farm field visits to confirm and verify the cause of problems and actually provide the technical support through give the suitable advice tackle the problems as they have.
- 2) Involving the research in the consultation is really important part of discussion so that they can be able to hear, feel on what the farmers said on their problems and be able to take into consideration to formulate activities to solve on what they bring up.
- 3) Conduct the on-farmer research field visit in which both sections are involve in one of the other important part of this, it is the same on the PRA has been facilitated but the difference is, this is actually see what happen to them regarding their problems and have a chance to the staffs to see and take into consideration other than to hear and make the plan. But this approach is really effective in the sense of having the chance to see the reality instead of listening to what farmers say.
- 4) The other way of approaches to the farmer as well as the youths is to go through the ministry of Women, Community and Social Development because they already have their youth groups, and then we can come and provide the assistance through conducting trainings on what they need to have. By working together of the two ministries are very supportive in the way of contacting the communities as the MWCSO has been facilitated whereas the MAF is responsible to provide the technical support through training and regular field visits.

By improving these approaches and methodologies, both farmers, youths, extension and researchers are going together to consolidate what exactly need to be solved. Many issues and skills from farmers that need to incorporate in the research for confirmation whereas the extension needs to be skilful for dissemination. Working together these parties are the crucial part of this work where all contribute to share ideas and help each other to improve knowledge and skills of farmers. In addition, capacity building of farmers to overseas is one of the other important part of their skills and knowledge to expose themselves on different environment and off course to see what new technologies that they believe is really helpful to their farms.

## 5. Mr. Vikash Kumar

Dear All,

Let me share a few of my experience as a farmer from Taveuni dealing with both Extension and Research.

The tripartite relationship between Farmers, Extension and Research is extremely important BUT almost NO EXISTENT.

I think we are not acknowledging a few key issues that have been persistent in agriculture sector in this relation.

1. Extension and Research just doesn't have the human resource to cover the geographical areas they are assigned to. For example, in South end of Taveuni, there are more than 400 farmers /farming families. There is only 1 extension officer for all of them. What do we realistically expect from this 1 person! There is a need to increase numbers so that there is better farmer to extension/ research officers ratios
2. Avoid raising farmer's expectations during meetings and consultations. Most farmers have lost faith in getting anything good out of these meetings and consultations because there is almost never a follow up. Information is collected and taken and the farmer never hears back on the results.
3. With peanut budgets, there are always promises of a travel to the moon and back meaning too much is promised. Being upfront and tell the farmers what is possible given the money available is the best way to go. I, as farmers don't like to waste my time on something that I will eventually find out doesn't have a decent financial resource to support it. Its usually not worth the effort put in.
4. Agriculture sector is here to stay so prioritize and focus on urgent and important issues first. Don't try to do too much or spread resources too thinly. Pick one or two things per year. Devote quality time, money, energy and personnel on those and get the quality work done. This way there will be financial resources for both Extension and Research to cooperate.
5. There are farmers who are very experimental, innovative and development focused. Identify them and work with them. There is no need to try and reach all the farmers in one area. Find these few good ones and provide quality support to them. They will do the rest of the outreach in the area. Seeing these good farmers, others will natural try to follow.

Thanks,  
Vikash

## 6. Mr. Abner Yalu

Good Morning,

This is my personal view:

In PNG lack of extension services is a big problem. These are due to no funding by the government to the government departments such as DAL for provincial and local level extension services.

Unlike medicine where professionally trained persons are required to treat the sick, Farmers naturally try different things to solve their problems through trial and error.

These have led to the feeling of indifference among farmers for extension. Since 90% of farmers sell their produce on roadside markets with not official requirement for standards, they don't bother about Extension. This practice over time has blinded policy makers and government administrators. In order to meet high international and domestic market quality and standards, for our farmer fresh produce and livestock produce, extension services is the only way.

Thus there are very clear distinctively defining roles between extension and research. One is not the threat to the other. In fact in PNG extension still needs to catch up with research. Not sure about other parts of the Pacific. Both perform complementary role. Research finds solution to new emerging problem and gives Extension to bring it to the farmers and train them. However a lot of our existing problems arises because extension is not enabling farmers to tap into niche markets. There is existing standards already available for things such as Organic farming protocols and other specific market that extension can already be training farmers and soliciting farmers in commercial arrangements. However at present lack of funding and interest or political will is preventing this from happening.

Research can do some farmer sensitising or awareness through on-farming trials, or farmer evaluations, etc, However such trials never prepare farmers for the commercial Market. No doubt Extension needs a major boost in policy planning, with realistic log frames targeting specific markets and funding, and right people, to make it all work.

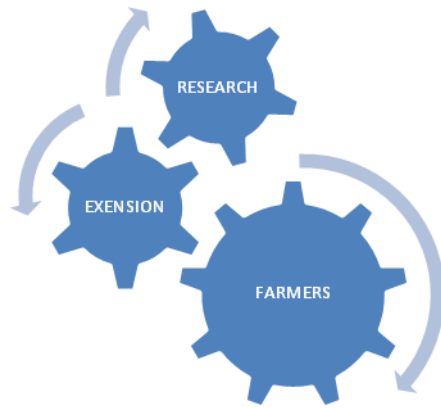
Regards,

Abner Yalu  
Papua New Guinea

## 7. Mr. Elick Guaf

**“How to improve linkage between farmers, extension and research”.**

An extension system is a communication SYSTEM and good system has a well-defined purpose/goal i.e., Vegetables/Fruits/Root & Tuber/etc...



PURPOSE: Fresh Market? Overseas Market?, Processing?

An extension system consist critical Players/Actors: 1. Farmers, 2. Extension, 3. Research. Like a spanner is to a mechanic is INFORMATION to the player/actors. The FUNCTION of Actors are distinctly unique:

1. FARMERS : USE INFORMATION
2. EXTENSION : COMMUNICATE INFORMATION
3. RESEARCH : GENERATE INFORMATION

Their co-existence is fundamental to the extension system.

Some basic Facts

1. There is a clear difference between extension and research function in information communication to Agriculture production system.
2. Different production system (i.e. subsistence, semi-commercial, commercial, etc) require distinct information and communication system.
3. Extension and research can function independently (mostly satisfying self-purpose).
  - Extension tends to dwell on general knowledge.
  - Research tends to dwell on generation of new information and communicating between cohorts and academia.
4. Farmers loose big time on availability and excess to improved and new **knowledge**.
5. A efficient agriculture production system require efficient communication between farmers, extension and research

Some suggestion for improvements:

1. That those influencing and making policies on this matter appreciate the distinct requirement for extension services to the different production system levels, i.e. yam for home consumption (subsistence) and papaya for export (commercial). Extension structures to commodity crops like sugarcane, coffee, cocoa, Oil Palm are some example.
2. Extension services must be institutionalize.
3. Extension services must consist of competencies in research and extension in a team.

Sincerely,

Elick Guaf  
Papua New Guinea



## **8. Antoine Ravo**

Greetings to you all!

I would like to share some experience from Vanuatu.

Like any other pacific countries, Vanuatu is yet to fill the gap between farmers, extension and the researcher that is caused by many factors such as limited resources, geographical location of the islands, institutional capacity, Gov't instability, farmers level of understanding etc... in order to strengthen linkages between so call the 3 engine for growth. Vanuatu thinks the idea of privatizing some of its extension roles to the private sector would be a way forward in improving network sharing among farmers, extension & researchers. Take for instance, today in Vanuatu some of the large nurseries (of crops/forestry) are established and operates under individual key farmers and private farms which is facilitated by the extension & research. This concept, allow farmers who has the land runs his project whereby the extension & researcher frequently evaluate and monitor farmers field and at the same time conduct trails, connecting other farmers to share their knowledge and interact with extension & research.

On the other, farmers train other farmers approached is very encourage in Vanuatu that is facilitate by research and extension, this has been worked out very effectively especially through projects activities which motivates farmers and wanting to learn more and prove findings recommended by research (and extension). Farmers involvement in work attachment/training/seminar program overseas is another way of enhancing the system. This is now happening in Vanuatu, by which on return they (farmers) will train other farmers in their community. Feedback shows that more farmers are now interested and always seek advice from extension to research approached.

Although this strategy creates some alternative and optimistic, it is anticipate that is would work best for Vanuatu in 5-10 years time exploring the ICT technology.

Regards

Antoine

Department of Agriculture, Vanuatu

## **9. Mr. Siosiua Halavatau**

Dear All,

I think if one looks at Research and Extension linkage from a traditional vertical approach when research develop improved technologies and then pass down to Extension to promote and to be adopted by farmers then you can say there may be disagreement. Traditionally in the region - the brains of Departments of Agriculture are usually employed as research scientists and usually the

mediocre staffs are sent to Extension. As a consequence extension agencies usually lack that scientific research and field experiments knowledge and skills. This puts extension at a disadvantage and farmers - many times go direct to research because they are more confident in them.

Again when one looks at the vertical top down approach to technology development then it is true that there is very little farmer or community consultations. Scientists - many times think they know the farmers problems and they go ahead and develop research projects and develop technologies only to find out that they are not appropriate to farmers conditions and socio-economic background. Hence technologies get dusty on shelves.

There is also a current general decline in the region in investment in research. It is actually worse for extension. These stemmed from national priorities. But organization like SPC in its process change is looking at strengthening technology development/research. We have ACIAR at the moment supporting lots of research in the region driven by farmers' needs.

What I have painted above is true for most countries but at the same time the *resolution for its improvement* is already employed in many countries. The reasons why the Regional Extension Summits of 2005 and 2009 were convened was to address these issues and the agreement boiled down to *Participatory Technology Development*. The major challenge was how to operationalize the approach. This will require institutional change/attitudinal change like scientists need to also look at a second opinion when it comes to farmers priority. This took time and it is still a problem - many of my scientists colleague find it hard to accept this approach. They feel that they get belittled by it.

Let me go through the participatory technology development approach. Why an alternative approach (PTD).

1. Top down approach missed the resource constrained farmers - alienated farmers
2. Big gap between potential (research station) and actual yield (farmers' fields) - we need an integrated approach
3. Farmers are human resources, to be active participants and not passive recipients in development
4. Need to incorporate local/indigenous knowledge systems and traditional structures
5. Relevance (cultural and socio-economic context)

#### *Some principles of PTD*

1. Agricultural problems have technological as well as non-technological solutions
2. Certain degree of trust and confidence building
3. Research and development should be farmer-centred, not project-, discipline-, agency-, or NGO centred.
4. Organization has multiplier and sustainability effect
5. Farmer, research and extension counter parting
6. Sense of ownership by the farmers should be included
7. Need driven and not fund driven
8. Change and development should only be as fast as the farmers can assimilate

#### *Some examples of PTD in the region*

1. Immersion approach in Kiribati
2. Farmer Field School/Soil Field Schools
3. Participatory action research
4. Community based resource management
5. Farmer scientist extension partnership
6. Farmer led - discipleship
7. Plant doctors and plant disease clinics

*For the approach to be operationalized and better promoted -*

1. We need our tertiary institutes to develop training courses - both academic and vocational to support development
2. We also need political support in countries
3. We may need restructuring so that new approaches are housed in new structures and not old structures where they will be quickly eroded away and die a natural or accelerated death.

Thanks,  
Siosua Halavatau

#### **10. Mrs. Lavinia Kaumaitotoya**

Bula all

We are new to the industry however as newcomers we have already seen the issues in linkages between our farmers, extension and research for Fiji.

Here in Fiji, the process is painfully slow, by the time research has completed its necessary work, our farmers are already wanting other hybrid varieties that the market wants, and whatever was researched and launched is yesterday's crop. Why does this occur? Again as a newcomer to the industry, we have seen that people tend to work in their own bubbles, are territorial and never communicate.

Interestingly, there have been trials done that have allowed with the approval of Fiji Biosecurity that trials and tests are done on farm. Albeit the testing is done on a small scale, it is been received well as it (i) shortens the overall time, (ii) the farmers are effectively involved and (iii) there is communication and (iv) linking between Research and Extension directly with the community and farmers.

This has worked because of the personalities of those involved, open, communicative, willing to change and a general willingness to work around barriers.

Is this the way forward, perhaps a paradigm shift altogether? It is revolutionary, a move from tradition and raises new concerns for Biosecurity and Research. But if this happens, it threatens, like any new changes. Yet, there are specific research that needs to be done in the right environment

and not on farm as we have come across, and again, there is extraordinary research that has been done but locked away in the libraries of research and never reached our farmers. Lately, there's Google, where today, when asked, some farmers would tell you, "I asked Dr. Google".

In all the issues raised i.e disagreement between Extension and Research; lack of consultations with farmers; we have narrowed it down to forging real partnerships and communication.

People - who are individuals, when they decide to work in their own sphere's be it extension, research, or farmers, will never improve linkages. Simply everyone needs to stop being individualistic, territorial and for the benefit of the industry, work in working real partnerships, ensure communication is open, being done, reported and acknowledged. We believe that we, in the Pacific, are the friendliest people, so we need to practice it in the linkages within our own extensions, research and one farmer to another. We need to be like the ant population, working in tandem and inline to improve the linkages along the way to the pot of gold. Ensuring the balance of research is reached, arms of extension widened and farmers responding in like manner to those that form the critical link to good, healthy and profitable crops.

However, all being said, If people continue to choose to work in their own bubbles, be the owners of their universe, then again, we wouldn't be having this very healthy discussion at all.

Safe weekend all, from the Fiji Crop & Livestock Council

Best,  
Lavinia Kaumaitotoya.

## **11. Mr. Peter Walton**

Hello everyone

As I see it, one major issue of concern is poor management of information and knowledge in the region. In addition to inadequate or poor communication – internal/external – this probably accounts for the disconnect between research, extension and the farmers. A better understanding of the role that information, communication and knowledge management (ICKM) processes play in agricultural and rural development, and the appropriate strategic response would be a good investment in terms of time and effort.

Concerning tacit knowledge – as Ropate says, that which resides inside a person's head, the result of experience as well as learning – this is not just an untapped resource, it is a critical untapped resource. We are, in the region, happily throwing away years, decades even of learning and experience, often simply because a key individual retires. But every individual has something to contribute, so we need to set in place processes and procedures, at the organisational as well as individual level, to capture tacit knowledge.

I'd like to share with you two activities that I participated in during 2014. The first activity was a writeshop, a kind of workshop that brings people together – usually key stakeholders and those with something to contribute – to collaboratively tackle a subject or issue of importance, and write it all down. The group is not usually that large, maybe no more than 12, and the duration can be just a day or a few days. My experience with the writeshop was that it did enable progress to be made towards gathering knowledge and information on a specific subject. But, it also highlighted that information and knowledge that ought to have been documented, e.g. variety characteristics, had not been documented, even though it was available, somewhere. So that is an information need that we should address as well.

The second activity was at a more granular level. The intent was to prepare a commodity processing manual, and a number of experts were invited to help in knowledge discovery – information resources, publications, photographs. My role was to collate this and prepare the content for the manual. But I found it tricky, not having the subject knowledge necessary, but still I collated what there was, and inserted my questions and concerns into the text at the appropriate point. However, only when I sat down with a former extension officer and expert in his own right, and side-by-side we went through the content did we actually make progress. There was (is) so much that is never written up, and the two and a half days that this part of the exercise took probably saved years of projects. Simple things, like the current advice is this, but in fact that doesn't work as well as doing it this way. Simple, practical advice. Now documented. I found the whole exercise, of distilling a lifetime of knowledge and experience from this officer, exhilarating and very rewarding. And I believe it should become standard practice. (I will write it up shortly).

Besides these two activities, late in the year I was fortunate enough to be asked to participate in a consultation at CTA on the future of agriculture knowledge resource centres. Not obviously anything to do with tacit knowledge and its management. But in thinking about strategic responses to knowledge resources in the future, the issue of tacit knowledge came up. And with a couple of new-found friends, we put together a simple proposal to explore in more detail, at a practical level, the capture and, specifically, the storing of tacit knowledge. You see, if all we do is document the experiences of individuals, whether they be government staff or farmers, then we are really no further along than we are at present. The information and knowledge content that is captured must be easy to access and use, and managed in such a way that it can be reused and enhanced, in a sustainable way. This will, among other things, require a change in culture and mindsets, and a rethinking of organisational structures (to break down the silos), as well as changes to (or new) policies, procedures and processes. It's a lot to do, but it's all doable. If this proposal gets off the ground, I'll let you know.

Just my two cents worth.

Kind regards,

Peter Walton

## **12. Ms. Mereseini Seniloli**

Hi, All,

Just saw this and decided to add a few comments.....it happens to be the last day for contribution too....

In the efforts to improve linkages between farmers, extension and research, we (research & extension) should ask ourselves the question, “Who are the clients?”, “Who are we serving?”. Once we get that question rightly answered, we can then focus on the most appropriate approach to use in order to best serve our clients. At times we have been guilty of serving our own egos which resulted in being territorial, blind to the bigger picture which is to serve farmers who are the beneficiaries.

Farming System Development approach (FSD) is one of the mostly used approach in targeting our clients. It is an approach to agricultural research and extension that embodies an interdisciplinary/multidisciplinary, on-farm, client/people oriented, participatory systems. FSD highlights the importance of the farm household as the central decision-making unit of the farming system. It is holistic in considering all aspects of farm livelihood (intra-household dynamics (gender), social (cultural norms & values), economic, natural resources, environment, links to other systems (markets, local community, etc.)). We (research & extension) tend to come with our little boxes e.g. crop varieties, soil, plant protection, weeds, etc. whereas farmers view their farm as a whole system. A social commitment e.g. funeral could delay the maintenance of a crop or postpone a visit by research & extension staff. A broken water pipe causing poor water supply to the farms could hinder farmers from being committed to adopting an agricultural recommendation. Water being a basic need.

FSD approach with gender analysis will encourage focusing on farm-households knowing their available resources. It inspires research & extension to work as a multidisciplinary team having the same identified target/client group – farmers (men, women, youth). It enhances the usage of participatory principles and methodologies. Farmers will be less confused and actively participate. FSD approach moves away from being commodity-oriented to being client/people/farmers-oriented.

Thanks,  
Mereseini Seniloli

## **13. Mr. Lennard Powell**

Hello all,

Just my view, but I think that communication skills and continuous dialogue would contribute to improving linkages... anyone can impart information or new techniques, but the skill behind this is important - diplomacy, tact and ample knowledge of the subject in question is vital. Also a sense of ownership, belonging and unity amongst all stakeholders would steer efforts towards a common goal, agricultural development. An appreciation and respect of each stakeholders' role in achieving agricultural development would also enhance linkages...

Lennard

#### **14. Mr. Ropate Salele**

ON HOW TO CAPTURE... Tacit knowledge is a relevant information that resides in an individual's head. It is not written down, but it is simply the knowledge someone has gathered from experience. It's often untapped because it is hidden. But it's a treasure trove of knowledge.

Expertise management becomes a central tenant of tacit knowledge.

Organization that can identify the link experts who can share their tacit knowledge, benefits by providing high quality solutions that are delivered faster and at an overall lower cost.

So just how tacit knowledge is captured.

Ropate Salele

#### **15. Mr. Clifton D. Gwabu**

Hi all,

1. Research and extension need to feed each other
2. But both must be DEMAND-DRIVEN
3. Research & extension must not be linear, instead take a SYSTEM APPROACH.

Kind Regards,  
Clifton