

The Pacific Islands Extension Strategy

An Update/Overview

Land Resources Division

The Pacific Islands Extension Strategy

Strategic Priorities in
Agricultural Advisory and
Extension Delivery 2015-2020

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Extension Excellence, Resilient Communities



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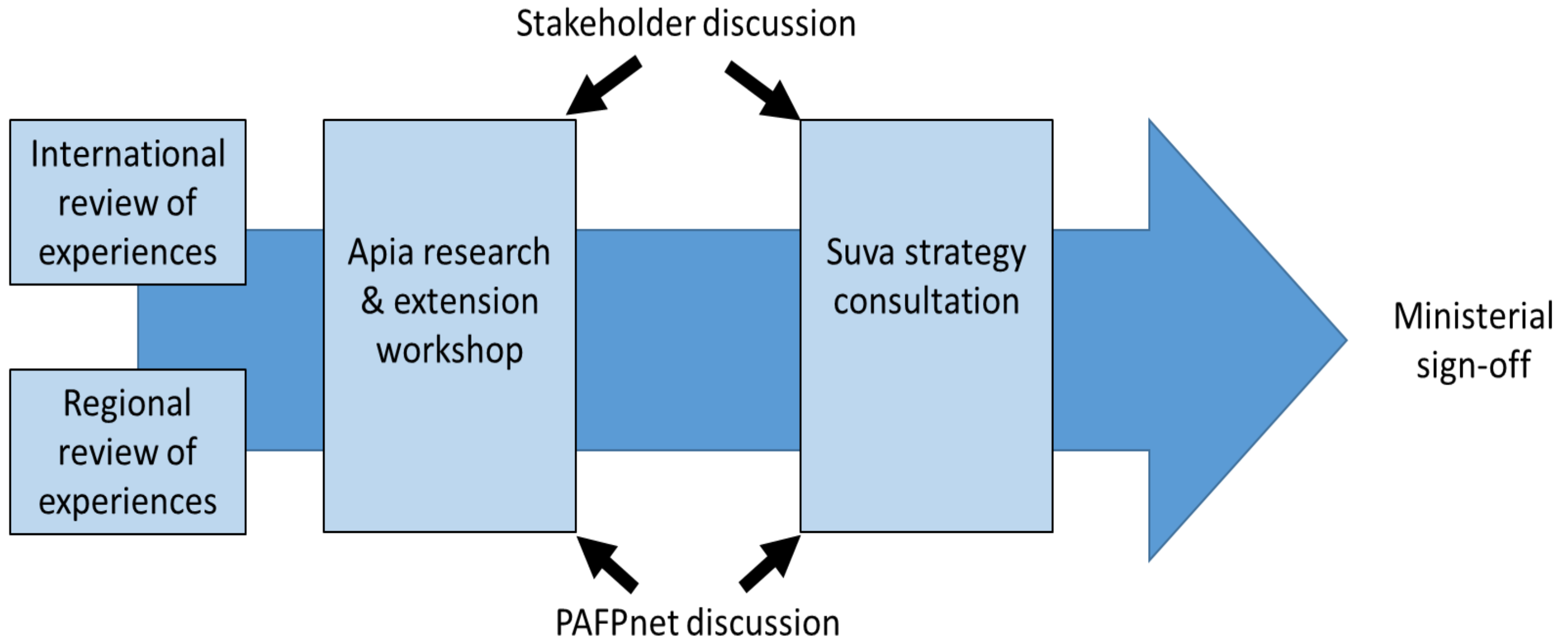
Strategy Purposes

- Providing a **coherent regional framework** for agricultural advisory and extension services that supports regional and sub-regional priorities, and a process for country specific application
- Acknowledging and **clarifying roles and responsibilities** of the diversity of stakeholders who contribute to agricultural extension ensuring that the effectiveness of extension approaches can be easily assessed
- **Advocating** for and **streamlining investment** in agricultural advisory and extension services in the Pacific Islands
- **Institutionalising** support for agricultural advisory and extension services by providing strategic guidelines to develop supportive and conducive institutional and policy frameworks
- Working with **PIRAS** to enhance the effectiveness of networking, knowledge sharing and capacity building for extension so that livelihood and agri-systems resilience is enhanced.

Methodology

- International and regional **reviews** of extension and advisory service models and experiences
- A week-long regional meeting on agricultural research and extension in Apia (August 2015) attended by over 150 individuals from research, university, national and regional agricultural services, NGOs and international donors. During this meeting, two full days of **structured workshops** were held on regional extension priorities, PIRAS was reformed, and many **informal discussions** were held
- The work of PAFPnet, the Pacific Agriculture Policy Project including **monthly discussion** forums
- A four day **strategic review workshop** in Suva (October 2015), as a follow on to the Apia meeting
- Face – to – face / phone interviews
- **Feedback from regional, national and international contacts** on strategic priorities between Apia and Suva meetings, that was incorporated into drafts of research

Methodology





Global Extension Review

| | 'Push' based approaches | 'Pull' based approaches | 'Innovation' based approaches |
|-------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assumptions | Early adopters will create market competition that results in broad technology adoption | Farmers need to be able to understand how technology will work in their context before adoption | Develop networks and create new institutions that address value chains |
| Needs identification | Researchers identify how production could be improved | Farmer based needs analysis | Farmers, trainers, market organisations, researchers, extension agents |
| Role of extension agent | Information provider and educator | Facilitator and educator | Knowledge, network, systems and enterprise broker and convenor |
| Tools/Techniques | Supply chain analysis, field trials, train the trainer, train and visit | Participatory needs analysis/PRA Farmer field schools Participatory research – farmer led experiments Farmer to farmer and group learning processes | Farmer groups and or co-operatives Group learning processes |
| Limitations | Assumes relevance of technology to farmers and ignores contextual barriers to uptake | Ineffective on its own as farmers have insufficient power to challenge institutional norms that influence value-adding opportunities | Often focusses on early adopters who may narrow conversation scope to avoid losing competitive edge; Fails to address expectations of passive receipt of information |

EXTENSION IN THE PACIFIC: PHASE 1

Phase 1 (1950s – 1960s)

a) Features

- DOAs/ MOAs established
- Export commodity orientation

b) Extension strategies/focus

- Whole farm and primarily crop oriented
- Traditional technology transfer

c) Drivers

- Exports needs (bananas, copra, cocoa, coffee etc)
- Central Government

EXTENSION IN THE PACIFIC: PHASE 2

Phase 2 (1970s – 1980s)

a) Features

- Agri. Diversification
- Tertiary grads available (USP, FCA, UPNG etc)
- Donor/Aid push (WB, AusAID, NZ, EU etc)

b) Extension focus

- Diversification push
- Different models tried
- Community/rural dev
- Commodity approach
- T&V, FSR&E

c) Drivers

- Community/rural dev
- Overcoming market challenges
- Information/communications needs
- Funding availability/Donor and project support



EXTENSION IN THE PACIFIC: PHASE 3

Phase 3 (1990s-2000s)

a) Features

- Pluralism
- Bottom up

b) Extension focus

- Participation
- Decentralization
- Res-Ext linkages
- Privatized systems
- IT technology use

c) Drivers

- Food security & sustainable agri. development
- Pest and disease concerns
- Globalization
- Environment, food quality concerns



Recent changes

- **Increasing pressure on Government budgets**
- **Increased environmental & social concerns**
- **ICTs**
- **Important role of the private sector & civil society**

EXTENSION IN THE PACIFIC: PHASE 4

- Phase 4 (mid 2000+)
 - a) Features
 - Rethink and refocusing including terminology
 - Downsizing of staff
 - Role of farmer organizations & agribusinesses
 - b) Strategies/Focus
 - Consolidation & Pluralism
 - Climate adaptation/mitigation
 - Food security & Market demands
 - Organic agriculture & value adding interests and demands
 - Technology push with research, extension, farmer, industry links
 - Use of demonstrations with traditional extension and IT etc
 - c) Drivers – markets, opportunities, WTO; climate change, donor inputs

Extension Challenges in the Pacific

Communication between Stakeholders

- **Universities and Government**
- **Public-Private Partnerships**
- **Researchers and Advisory Services**

Moving beyond Subsistence Agriculture and Forestry Economy

The Link between Research and Extension

Education and Vulnerable Groups

Support for Rural Advisory Services

Areas of capacity building (Ranked)

Technical Skills

1. Pest and Disease;
2. Marketing and Trade;
3. Soil Fertility;
4. Crop husbandry
5. Livestock husbandry;
6. Food Processing;
7. Farm Management;
8. Environment and Climate Change;

Social

1. Incentives
2. Attitudes;
3. Traditional Ways;
4. Group Dynamics,
5. Value Farmers Experience;
6. Involvement;
7. Understanding of Traditions.

Areas Needing Capacity Building

Service Delivery

1. Participatory Methods;
2. Community engagement;
3. Information Dissemination and Communication;
4. Sharing Knowledge;
5. Networking
6. Training and Education;
7. Problem solving;
8. Prioritizing;
9. Gender;
10. ICT;

Administration

1. Policy
2. Partnerships;
3. Report Writing
4. Project Management
5. Governance
6. Project Proposal Writing
7. Monitoring and Evaluation
8. Leadership
9. Documentation
10. Decentralization

Vision: “*Extension Excellence, Prosperous Resilient Communities* »

Extension Excellence

- critical thinking around **best fit models** to diverse scenarios
- academic **alliances** in education and research
- creating decentralised centres of excellence that function as **multi-stakeholder extension platforms**
- workforce **development and training**
- public-private partnerships that **leverage** resources for RAS
- placing **farmers and communities** at the centre of extension models
- a **systems focus** addressing social and cultural contexts across the spectrum of sectors
- adopting best practice and an **evidence-based** approach to extension
- translating **research into practice**

Vision

Resilient Communities

Individuals, families and communities can work with rural advisory services, building on existing knowledge and capacities and using evidence based programs, to:

- build the capacity of individuals and communities to improve their health through food security
- fully engage in extension processes
- create farming systems that are adaptive, including to the effects of climate change and climate related disasters
- social and physical environments that enable health communities

Vision

Extension Excellence, Resilient Communities

- **collaboration** through teamwork and partnerships within and between countries that involves individuals, communities, the private sector and government agencies (grounded in an understanding of community needs and values)
- **innovation** demonstrated by: a culture of inquiry and exploring new ways in service delivery; horizon scanning of drivers and opportunities for change; evaluating advisory work practices and fostering extension research; investing in redesign and change management; trialing and developing solutions tailored to local needs; and building the evidence base for broader use
- **equity** in service delivery: tailoring services and initiatives to reach vulnerable groups; creating integrated networks to facilitate access; information and communication to enable farmers to self-manage and take greater control of their farming systems and farm families; building the capacity of communities to address food security issues; and understanding community values.

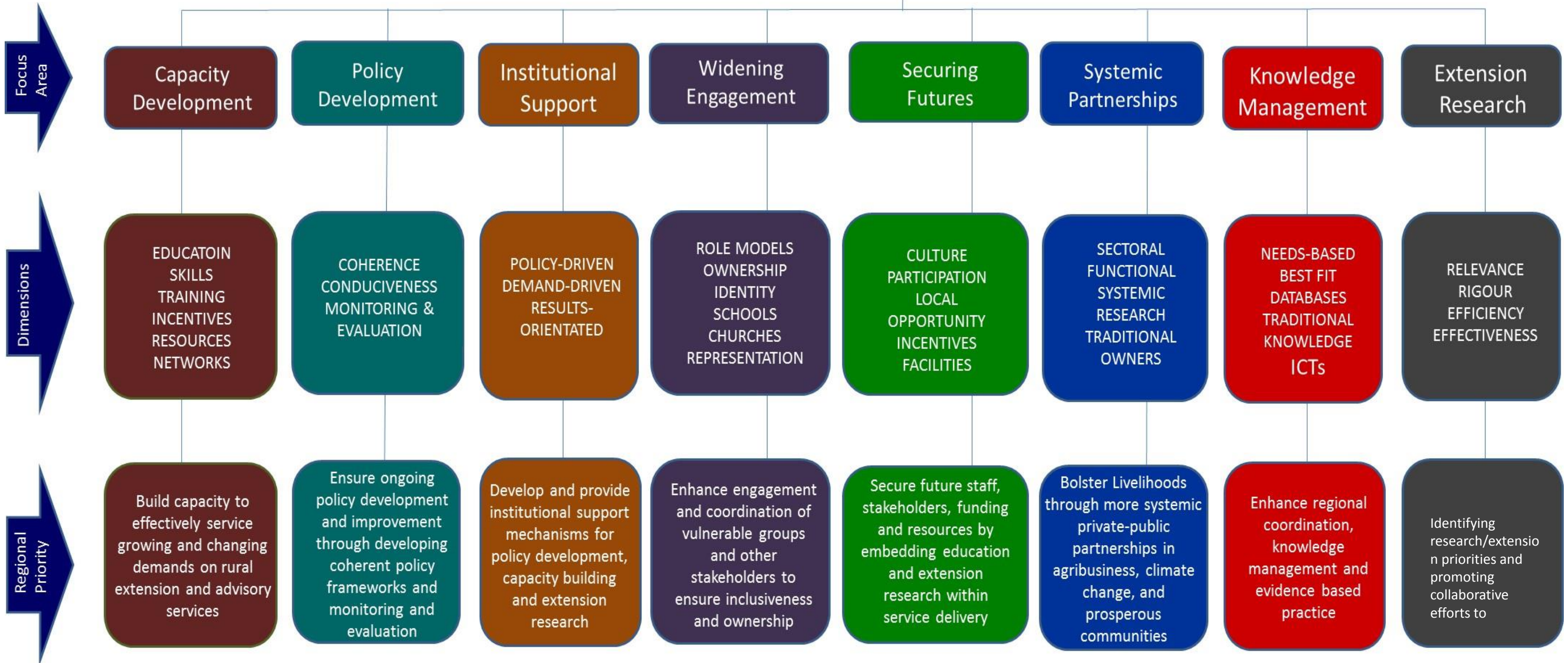
| Stakeholder group | Role |
|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regional governmental groups, e.g. SPC | SPC has taken a lead role in the development of this strategy and their ongoing commitment to providing will be critical to its success |
| Regional and national non-governmental groups and networks, e.g. PIRAS, GFRAS | Drive networking, learning, communication and co-ordination at the regional scale |
| PICT National Governments | Endorse and provide resources for regional, sub-regional and national strategies and for Regional Extension and Advisory Services more broadly, and support linkages on cross-cutting issues (e.g. agricultural education) |
| International Aid and research and extension organisations (e.g. ACIAR, FAO, IFAD) | Provide scientific and technical knowledge that addresses regional priorities of mutual interest and benefit |
| Educational providers (e.g. universities, schools) | Provide education and vocational training that ensures clear career pathways, extension skill development and passion for agricultural development |
| Co-operatives (e.g. Federated Farmer organisations) | Identify and communicate farmer needs and support best practice agricultural development through lesson sharing |
| Sub-regional and Non-Governmental Organisations | Work with a range of stakeholders to ensure the needs of all, including the most vulnerable, are incorporated |
| Private enterprise (Media) | Work with regional extension advisory services to provide skills and mentoring that enables farmers to bridge the gap between subsistence agriculture and market based agricultural economies |

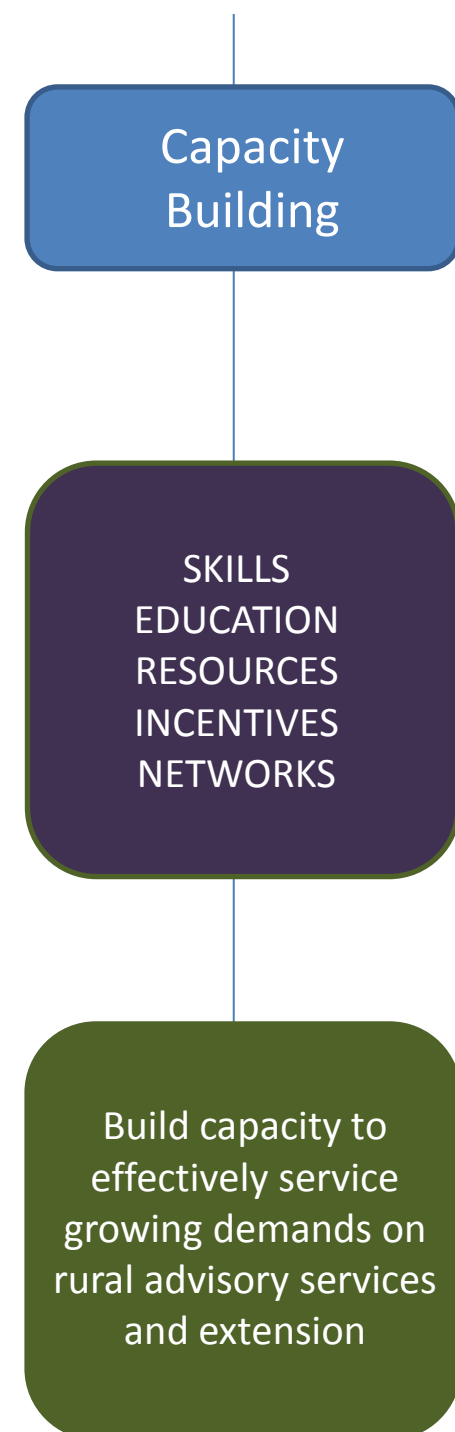
RES Priority Setting

The strategy outlines:

1. priority areas that need strengthening within the context of policy, funding, resources and capacity;
2. policy measures and strategies to support priority interventions to improve Extension or Rural Advisory Services (RAS); and
3. initiatives around which resources should be mobilised.

Regional Governance Framework for Extension





Skills: Skill enhancement of extension staff, to be critical thinkers in terms of appropriate extension model section, and facilitators of stakeholder learning, action, and research within these different models

Education: Review and improve training provider skills and the links between school, university and workplace education that addresses emerging challenges of the pacific and the new model of RAS

Incentives: The provision of incentives and improvements to increase the attractiveness of a career in agricultural advisory and extension services


Resources: ICTs and small physical infrastructure needs in rural areas, to support decentralized models of extension

Networks: Building networks within and across countries and sub-regions to ensure information (research, needs analysis, innovative and new practices) is not fragmented



Regional
Priority

Build Capacity to effectively service growing demands on agricultural advisory services and extension

- 
- Actions
1. Raise the professional status of extension as a discipline, including the quality of qualifications and opportunities for continuing education
 2. Develop training modules for extension agents that address the following issues as part of curricula:
 - Journalism and the use of media, including ICT development & data visualisation
 - Participatory action research and extension approaches
 - Climate change adaptation, disaster risk assessment and community resilience
 - Project management
 - Monitoring and evaluation of extension activities
 - Food processing
 - How to work with communities and through social networks
 3. Commit additional funds to extension service provision to increase wages, ensure effective communication with smallholders, support field bases and provide best practice extension
 4. Work in partnerships to leverage resources for AAS
 5. Develop best practice AAS for different sectors and market segments
 6. Maintain production skills and technical skills of extension officers

Regional
Priority

Develop coherent policy frameworks, institutional support mechanisms, and monitoring and evaluation processes

Actions

2. Develop national extension policies that:

- Align with regional and sub regional strategies
- Identify key markets
- Provide policy that is grounded in local realities and reflects sub regional socio-economic and political concerns
- Is tailored to specific sectors and markets
- Distinguishes between the needs of small holders and market-ready supply chains, focusing government resources on the former and private sector resources on the latter
- Is clearly linked to agricultural sector development policy and government structures (eg. Agriculture Departments)
- Addresses cross-cutting issues of environment, nutrition and foods security, energy, sustainable development, engagement of women and youth and climate change impacts

Regional
Priority

Enhance engagement and coordination of vulnerable groups and other stakeholders to ensure inclusiveness and ownership

Actions

1. Develop both field and office based activities (in each country) to demonstrate the full range of roles and opportunities for extension workers
2. need to work closely with ministries of health, education and environment
3. Develop agricultural and extension curricula for primary and secondary school children, e.g. school gardens

Increase gender ratios of women employed in extension and extension management roles
How to consolidate? Only can coordinate to eliminate duplication of efforts
Social media for all not for youth alone

1. Develop extension products tailored to the education level and new roles of women engaged in agriculture
2. Effectively engage community co-operatives and organisations in agriculture through developing a database of

Regional
Priority

Secure future staff, stakeholders, funding and resources by embedding education and research within service delivery

Actions

1. Consolidate and share international research initiatives and outputs with National Governments and research organisations as a way of leveraging future funding for sub-regional research priorities
2. Using PRA analysis to develop research priorities at the national and subregional levels, so that research is needs focused
3. Develop a research agenda for social research that support farmer needs, including research on the effectiveness of private-public partnerships, participatory extension approaches, Indigenous knowledge and community change
4. Support researchers working across PICTs to reflect on and evaluate extension activities, especially where it is embedded into market and supply chain based research
5. Utilise social media as an effective way of sharing information and engaging youth in agriculture
 - Marketing
 - IT literacy
 - Participatory Rural Appraisal
6. Increase the numbers of extension scholarships available

Bolster Livelihoods through more systemic public-private partnerships in agribusiness and agroforestry and sustainability

1. Coordination of private and public service providers to meet the needs of extension, and sharing success stories and failures of public and private partnership models in the Pacific, and explore opportunities for private agencies to fund certain extension models and the scaling up of these models (eg. On farm research, plant health clinics, farmer field schools). farmer and producer organizations should also be included not just environmental organizations
2. Developing partnerships with environmental agencies to embrace sustainability and climate change through creating links with existing networks involved in sustainability and climate change at the national level, identifying champions within ministries, and developing and promoting approaches to 'climate smart' farming
3. Developing partnerships that incorporate biodiversity and enable regional recognition and promotion of traditional and locally available food and medicinal plant resources
4. Developing partnership between extension and research so that both are considered at the design stage of projects and programs, and support forums that incorporate both research and extension agendas and enable lessons to be shared about the research-extension relationship. Strengthen linkages at all levels (national and regional) between research and extension on information sharing process
5. Develop partnerships across supply chains (eg. importers, food processors) and with other stakeholders required (eg, health ministries) to address food safety standards, biosecurity issues, marketing and auditing processes, and increase awareness and understanding of the contributions each of these stakeholders make to effective system function.
6. Developing partnerships that focus on entrepreneurship processes and coordinating these partnerships to develop

Regional
Priority

Enhance Regional Coordination, Knowledge Management and Evidence Based Practice

Actions

1. Hold regular twice yearly meetings of PIRAS and conduct agreed activities between times through a network similar to PAPGREN
2. Develop data bases of farmer information needs at the national, subregional and regional scales and update them annually
3. Develop a research repository outlining new, existing and completed projects including objectives and key results, and update it annually
4. Develop an extension lessons repository and ask national AAS to update it regularly
5. Leverage funding to support extension forum at sub-regional basis on at least an annual basis
6. Develop effective monitoring and evaluation methodology and systems specifically for extension, including economic analysis of the benefits of approaches
7. Build links to integrate and align extension activities with international networks, e.g. PIRAS, ACIAR,

Enhance Regional Coordination, Evidence Based Practice, and embed Research and Education into Service Delivery

Regional Priority

Actions

1. Develop sub regional extension policies that:

- Align with this regional strategy
- Identify key markets
- Provide policy that is grounded in local realities and reflects sub regional socio-economic and political concerns
- Is tailored to specific sectors and markets
- Distinguishes between the needs of small holders and market-ready supply chains, focusing government resources on the former and private sector resources on the latter
- Is clearly linked to agricultural sector development policy and government structures (eg. Agriculture Departments)

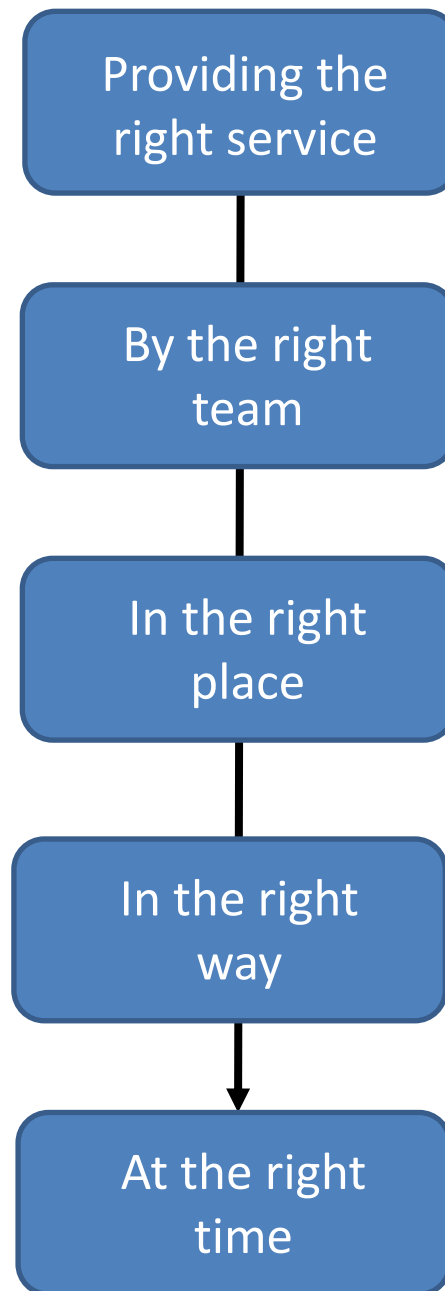
Addresses cross-cutting issues of environment, nutrition and foods security, energy, sustainable development, engagement of women and youth and climate change impacts Refer bi-annual meetings PIRAS Board not to PAPGREN

Remove sub-regional only national level as suggested earlier
 Assist develop instead of develop
 Instead of AAS replace with RAS
 Remove sub –regional every where . Only national focus
 Not integrate but use link with ACIAR (ACIAR is not a network... it is an organization)

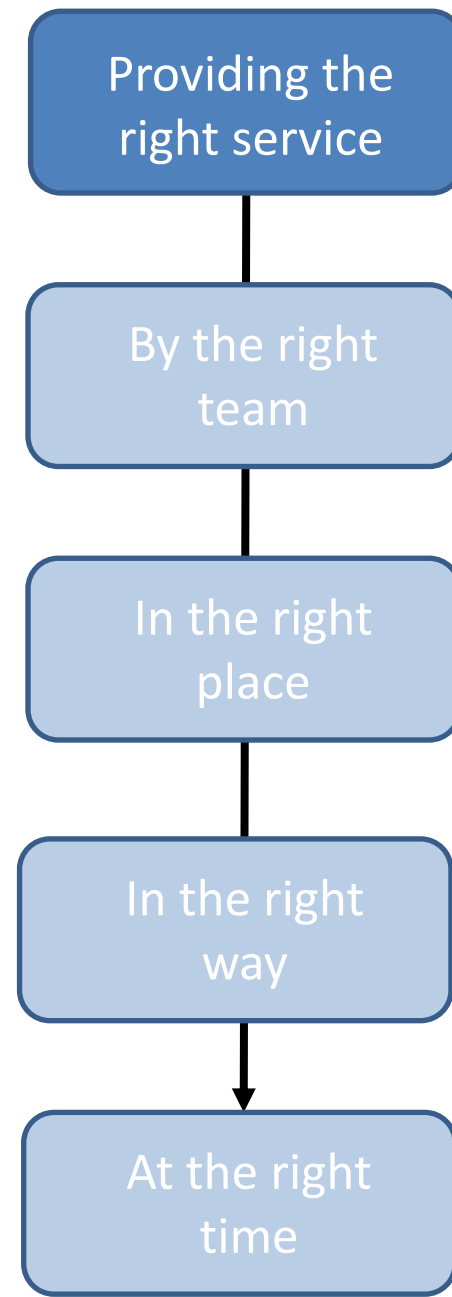
2. Develop national extension policies that:

- Align with regional and sub regional strategies
- Identify key markets
- Provide policy that is grounded in local realities and reflects sub regional socio-economic and political concerns
- Is tailored to specific sectors and markets
- Distinguishes between the needs of small holders and market-ready supply chains, focusing government resources on the former and private sector resources on the latter

Implementation Process



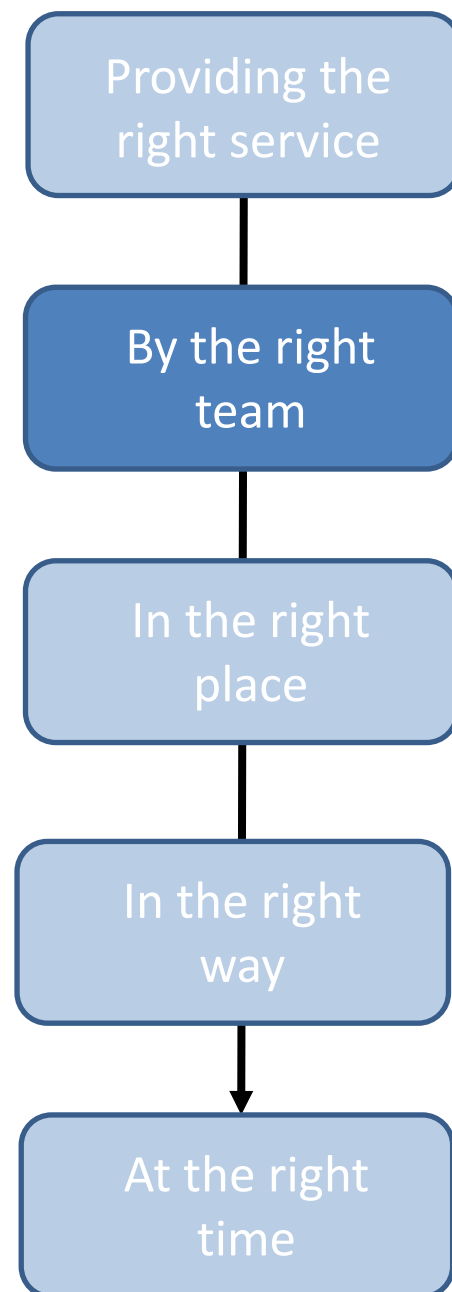
Sub-regional and Country Specific: Providing a Process



Providing the right services

The principle is that AAS **approaches** are **evidence based**, aiming to display **best practice**. It implies a review and evaluation framework where extension models are **monitored** and **outcomes benchmarked**. Models are adapted as evidence changes; where the evidence is unavailable or equivocal, participation is within the ethical framework of scientific enquiry – monitored, **measured and evaluated**. Where there is evidence of no or little benefit, models are **refined** and changed to more effective ones. Through this process a focus on consistency and efficiency of extension practice remains forefront.

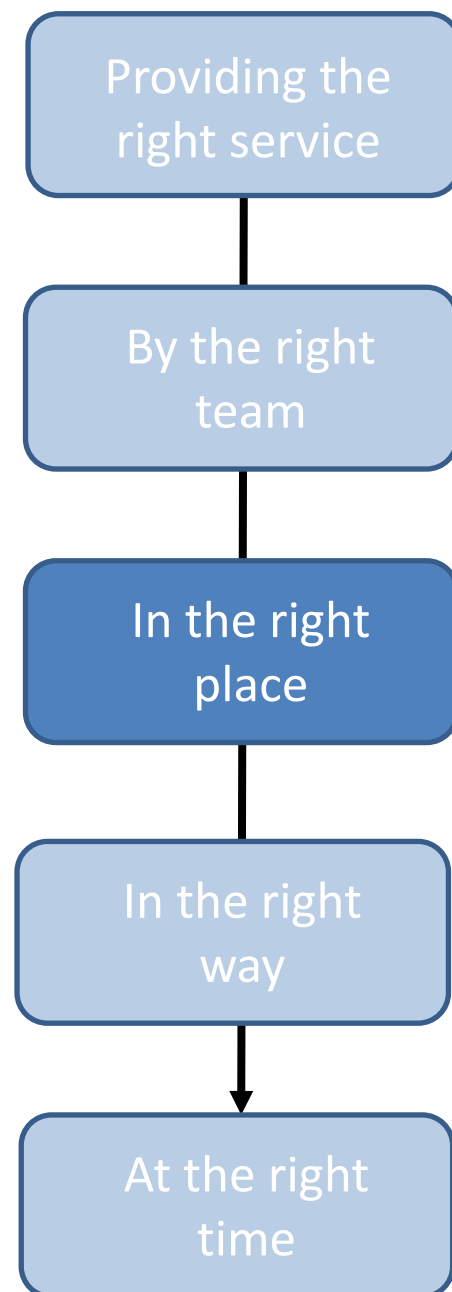
Sub-regional and Country Specific: Providing a Process



By the right team

The principle is that AAS delivery increasingly reflects **multi-stakeholder practice**, with formal and informal links between extension professionals, across Sub-regions and countries, across sectors and functions, within the framework of **farmer-centred** extension. This principle extends to approaches that focus on action within communities. **Training and education** enhance the competencies of the team in providing services, including that of the farming community in terms of capacity building. Clear **delineation** of team **roles** is needed.

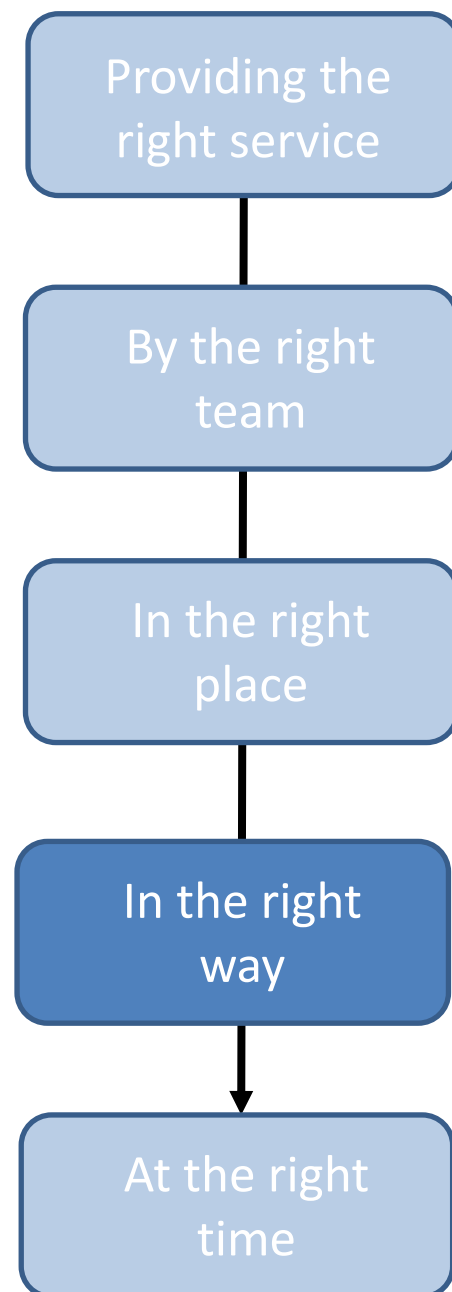
Sub-regional and Country Specific: Providing a Process



In the right place

The principle is that extension providers, wherever possible, ensure that services are delivered in the most **cost-effective setting** that optimises **farmer access**. The systems, infrastructure and support that facilitate linked up action also enable more flexibility in providing extension outside traditional high-density, high- cost, highly-congested and complex flow environments. Technological advances in connectivity ensure that the diagnostic information to support extension provision can be made available outside of traditional sites, no longer constrained by requirements of critical mass.

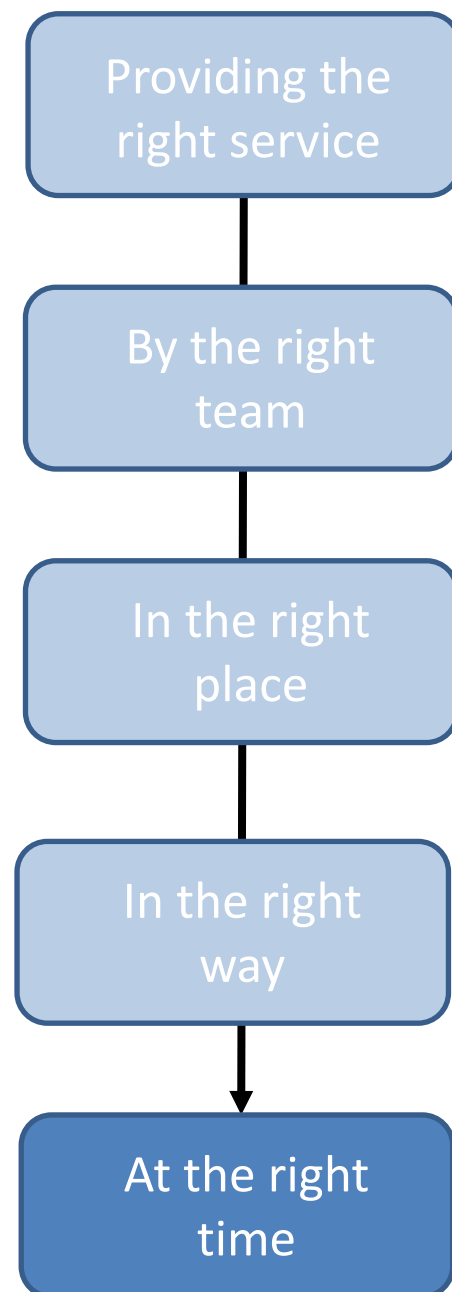
Sub-regional and Country Specific: Providing a Process



In the right way

The principle is that models of extension need to be **adapted** to the **cultural** and **geographical context** of sub-regional and countries. The principles behind the method chosen will stay the same and guide the adaptation and application of the model. This also applies to contextualising processes from policy through to practice. This is also a key to insuring alignment between regional, sub-regional and country specific policy.

Sub-regional and Country Specific: Providing a Process



At the right time

The principle is that extension providers, wherever possible, ensure that services are delivered in the most cost-effective setting that optimises farmer access. The systems, infrastructure and support that facilitate linked up action also enable more flexibility in providing extension outside traditional high-density, high- cost, highly-congested and complex flow environments. **Technological advances in connectivity** ensure that the diagnostic information to support extension provision can be made available outside of traditional sites, no longer constrained by requirements of critical mass.

M&E Framework

| Priority | Priority Outcome | Target – year 5 | Target – year 5 | Target – year 5 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Capacity building – Build capacity to effectively service growing demands on RAS | Improved skills for effective extension services or professionalization of extension services | Resource and capacity gaps are identified in all national RAS | Between 25% and 50% of all national RAS report improvements in extension capacity | Between 50% and 75% of all national RAS report improvements in extension capacity |
| Who is responsible? Co-ordination by PIRAS, RAS, Education institutions | | | | |
| 2. Policy development Ensure ongoing policy development and improvement through developing coherent policy frameworks and monitoring and evaluation processes | A co-ordinated approach to RAS policy development across the pacific so that countries can learn from one another's experiences | Policy dialogue occurs to support consistent framing and scope in National RAS policy development | Each country has initiated National RAS policy development, available via PAFPNet | 25% of countries have an extension strategy that is being actively implemented, monitored and evaluated |
| Who is responsible? PAFPNet, SPC, PIRAS, RAS | | | | |
| 3. Institutions – develop and provide institutional support mechanisms for policy development, capacity development, service delivery and extension research | Institutional support is provided at the appropriate levels to progress priority actions in this strategy | PIRAS meets twice a year Funding opportunities for regional priorities have been identified | Progress has been made against at least half of all regional initiatives | Sufficient funding and political support for regional extension initiatives is secured independently of individual countries |
| Who is responsible? PIRAS, SPC | | | | |
| 4. Widening engagement Enhance engagement and coordination of vulnerable groups and other stakeholders to ensure inclusiveness and ownership | RAS are inclusive of vulnerable groups (youth, women, others) | National RAS identify the extension and capacity development needs of vulnerable groups | National RAS develop strategies that support inclusive engagement of vulnerable groups | 25% of countries have a extension strategy includes actions that support the engagement of vulnerable groups and demonstrable progress towards these is being made |
| Who is responsible? RAS, PIRAS | | | | |

M&E Framework Cont'd.

| Priority | Priority Outcome | Target – year 5 | Target – year 5 | Target – year 5 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Securing futures Secure future RAS staff, stakeholders, resources and funding by embedding extension education and extension research within service delivery | Agricultural, forestry and extension research is clearly aligned to the needs of farmers and supports resilient livelihood development | Extension research needs are identified and integrated with existing agricultural research priorities | Extension research is supported through proposal development and implementation | Mechanisms are in place to ensure extension research results are shared and integrated into service delivery through all providers including public and private groups (farmer, supplier, producer and market groups) |
| Who is responsible? Universities, research institutes, RAS, PIRAS, SPC, all others | | | | |
| 6. Systemic partnerships Bolster Livelihoods through more systemic private-public partnerships in agribusiness | Public-private partnerships are in place to support public sector RAS delivery | Existing PPP are identified, the strengths and weaknesses delineated, and opportunities for new PPP models are shared | National RAS identify opportunities for supporting PPP as part of extension policy | PPP contribute to RAS provision in key areas identified within National extension policy |
| Who is responsible? PAFNet, RAS, private sector, Universities / Research institutions | | | | |
| 7. Knowledge management systems Enhance Regional Coordination, Knowledge Management and Evidence-based Practice | Extension service delivery is evidence based | Knowledge management processes and their strengths and weaknesses are identified | Lessons on best practice are shared, supported through the development of regional databases and knowledge management systems | Databases are updated regularly and appropriate quality control processes exist |
| Who is responsible? PAFNet, SPC, PIRAS, RAS | | | | |
| 8. Extension research Improve on and add value to extension strategy regional priorities through extension research | RAS and other extension activities at the regional and national scales are supported by extension research | Regional extension research priorities are identified and agreed to | Funding is identified to support RAS based extension research | Progress has been made on at least three of the six extension research priorities |
| Who is responsible? Research institutes Universities PIRAS | | | | |

Questions, Suggestions?