



The Republic of Uganda

MINISTRY OF AGRICULTURE,  
ANIMAL INDUSTRY AND FISHERIES

EXTENSION GUIDELINES  
AND STANDARDS

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## FOREWORD AND ACKNOWLEDGEMENT

In 2016, the Ministry of Agriculture, Animal Industry and Fisheries, formulated the National Agricultural Extension Policy (NAEP) which was approved by Cabinet on 26th October 2016 and launched on 6th December of the same year.

The Policy envisions a pluralistic delivery system with multiple providers. To ensure that the wide range of agricultural extension service providers offer quality service to farmers and other beneficiaries, NAEP provided for the development guidelines and standards to guide and regulate the players.

The guidelines are the protocols that agricultural extension service providers shall follow in undertaking their duties, while the standards are the set of clear and measurable public criteria that define the acceptable level of performance by which AEAS can be monitored and assessed.

This aim of these actions is to establish a high quality, well-coordinated and harmonized pluralistic agricultural extension delivery system to promote application of appropriate information, knowledge, and technological innovations for commercialization of agriculture, ensuring food security, expanding exports and contributing to socio-economic transformation and welfare of the population.

This guidelines and standards have been developed through a consultative and participatory process involving a wide range of stakeholders from the public sector and non-state actors.

I wish to thank everyone who contributed to the development of this document, particularly; the stakeholders that provided input into the drafting and validation of this document; members of the Technical Working Group for reviewing the documents and steering the whole process; Feed the Future Uganda Enabling Environment for Agriculture Activity for facilitating the process and the Uganda Forum for Agricultural Advisory Services (UFAAS) and its consultants for the technical expertise in the development of the document.

For God and My Country



Hon. Vincent Bamulangaki Ssempiija (MP)

**MINISTER  
MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND  
FISHERIES**

## ACRONYMS

AEAS	Agricultural Extension and Advisory Services
APD	Agricultural Planning and Development
CDO	Community Development Officer
COCTU	Coordination Office for the Control of Trypanosomiasis in Uganda
CSO	Civil Society Organization
CSOs	Civil Society Organizations
DAES	Directorate of Agricultural Extension Services
DFA	District Farmers Association
DPMO	District Production and Marketing Officer
FI	Farmers Institution
FY	Financial Year
ICT	Information and Communication Technology
LGs	Local governments
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments, and Agencies
MoLG	Ministry of Local Government
MOPS	Ministry of Public Service
MoTIC	Ministry of Trade, Industry and Cooperatives
MoU	Memorandum of Understanding
MoWE	Ministry of Water and Environment
NAADs	National Agricultural Advisory Services
NAEP	National Agricultural Extension Policy
NAES	National Agricultural Extension Strategy
NARO	National Agricultural Research Organization
NEMA	National Environment Management Authority
NGO	Non-Governmental Organizations
NSA	Non State Actor
RQA	Regulation and Quality Assurance
TWC	Technical Working Committee
UFAAS	Uganda Forum for Agricultural Advisory Services
UNBS	Uganda National Bureau of Standards
UNMA	Uganda National Meteorological Authority
USAID	United States Agency for International Development
ZARDI	Zonal Agricultural Research and Development Institutes (s)

## DEFINITIONS AND INTERPRETATIONS OF KEY TERMS

**Agricultural extension services:** These include interventions/ activities by government and Non State Actors (NSAs) that facilitate the access of farmers other value chain actors and organizations to knowledge, information, and technologies; mediate their interaction with other relevant organizations; and assist them to develop their technical and management capacity in agriculture and family life.

**Agricultural advisory services:** These are extension services provided to agricultural value chain actors on a demand driven basis.

**Agricultural extension and advisory services (AEAS):** An all-encompassing term used to include both proactive extension interventions and advisory services offered to clients on-demand.

**Agricultural Extension System:** The agricultural extension system includes the entire set of organizations and institutions (public, private, civil society) that are involved in providing agricultural extension services.

**Agricultural Extension and Advisory Service Provider:** A person or organization that works directly with agricultural value chain beneficiaries providing agricultural extension and advisory services. The services can be in a range of disciplines including agriculture (crop, animal, soil, etc), environment, forestry, food science and nutrition, land management, and other areas relevant to agricultural value chain development.

**Professional:** An individual that holds a degree (at Bachelors, Masters or PhD level) in agriculture (crop, animal, soil, etc), environment, forestry, food science and nutrition, land management, and other areas relevant to agricultural value chain development.

**Para-professional:** An individual that holds a certificate or diploma in the above mentioned areas.

**Practitioner:** An individual without formal training in the relevant fields who is involved in providing AEAS to other actors along the value chain especially farmers.

**AEAS Organization:** An organization or institution that offers Agricultural Extension and Advisory Services to any category of beneficiaries along the agricultural value chain.

**Farmer Institutions:** A generic term that includes farmer groups, associations and federations; farmer cooperative societies, unions and alliances; and other types of formal and informal collective farmer structures.

**Guidelines:** The protocol that AEAS providers should follow in undertaking their duties.

**Standards:** a set of clear and measurable public criteria that define the acceptable level of performance by which AEAS can be monitored and assessed.

**Agricultural extension approach:** The overall arrangement set up by the agricultural extension service provider to achieve the set objectives. It includes elements such as guiding principles, extension methods, structures/institutions for organizing target beneficiaries to access services, monitoring and evaluation.

**Extension methods:** These refer to the processes and tools used to facilitate learning and/or access to information, technologies and other services by beneficiaries.

**Non State Actor (NSA):** This is an organization or institution that is not government owned and managed for example NGOs, Farmer Organizations and Private Companies.

## **1.0 BACKGROUND TO THE EXTENSION GUIDELINES AND STANDARDS**

### **1.1 Overview of uganda's agricultural extension system**

Uganda has a vision of an agricultural sector that is competitive, profitable and sustainable. The Mission of the Agricultural Sector Strategic Plan (ASSP) 2015/16-2019/2020 is to transform the sector from subsistence farming to commercial agriculture. The policy framework recognizes that access to agricultural extension and advisory services (AEAS) is a key ingredient for technology uptake by farmers and other stakeholders.

The reforms of AEAS which started in 2014 and involved restructuring the National Agricultural Advisory Services programme (NAADS), establishing a Directorate of Agricultural Extension Services (DAES) in the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) and formulation of the National Agricultural Extension Policy (NAEP) 2016, are expected to play a central role in realizing the desired agricultural and socio-economic transformation. Under the new gender responsive, market oriented, decentralized extension service delivery system, the district local government structures are linked to the Directorate of Agricultural Extension Services (DAES) in MAAIF which has the mandate for policy formulation, quality assurance, and coordination of pluralistic extension service delivery countrywide by both public and private sectors.

The new strategic direction is to transform the AEAS from a system of parallel institutionally fragmented public and non-state actors (NSAs) to a well-coordinated, harmonized, regulated pluralistic service with multiple providers addressing diverse needs of farmers and other beneficiaries. The second dimension of the new direction is to address the AEAS needs along the agricultural value chains (as opposed to the previous focus on mainly primary production) and synergistic integration with other agricultural support services for optimum return on investment.

The extension policy framework recognizes the non-state actors (NSAs) as a crucial element of the extension system and has inbuilt strategies to develop the capacity of the entire system (both public and private) in a holistic manner. However, the National Agricultural Extension Policy

(NAEP) 2016 notes that there is limited information of who is involved, the messages they are disseminating and the approach they are using. This gap will be addressed through the following policy statements; (i) "Government will establish an effective organizational structure for the public extension system and define how it will link and work with relevant non-state actors", (ii) "Government will establish systematic procedures for regulation of extension services provided by a range of service providers under the pluralistic extension system to ensure that farmers and other beneficiaries access quality services".

In order to operationalize the harmonized coordinated pluralistic AEAS system, the Government has developed these guidelines which constitute the protocol that the extension workers will follow in undertaking their duties. They spell out the organizational structure and lines of authority for the public extension system and how it links and work with relevant ministries and agencies, local governments, and non-state actors (including farmer organizations, civil society networks and private sector umbrella organizations among others). The document also defines the minimum standards which constitute a set of clear and measurable public criteria that define the acceptable level of performance by which services can be monitored and assessed.

**Specifically, the guidelines and standards elaborate the following:**

- The functions of the various levels of the public extension (at DAES, district, sub-county)
- The working relationship of the NSAs with the public sector at national, district and sub county levels during planning, budgeting, implementation, reporting, and monitoring and evaluation (M&E)
- The establishment and maintenance of the formalized functional linkages of MAAIF and local governments with the National Agricultural Research Organization (NARO), other key government ministries and agencies in the agricultural extension system to facilitate coordination and collaboration
- Guiding principles to inform selection of extension approaches and methods

- Guidelines and standards for other core technical functions including targeting of clientele, capacity development, farmer institution development, development of extension content, vetting farmer innovations and indigenous knowledge, and M&E .
- Roles, responsibilities and linkages; report formats as well as mechanisms to be used by DAES to regulate and track implementation throughout the country.

## **1.2 Rationale for the guidelines and standards**

Under the pluralistic agricultural extension system, there are numerous service providers and a wide mix of extension initiatives. These present real challenges that can only be addressed through adoption of common guidelines and standards on AEAS delivery. The guidelines and standards are to ensure that extension services by all providers meet appropriate standards. The extension service provision guidelines and standards are vital because they hold organizations accountable for the level of service they provide. The guidelines and standards also maintain a level of consistency that allows both client and service providers to judge the current status against the expected standard.

Guidelines should be viewed as best practices that should be adhered to by all service providers and enforced by government. The standards aim to:

- Support the provision of consistently high quality service delivery,
- Identify specific areas for improving service quality and encourage continuous improvement,
- Assist service providers to self-audit the quality of their service
- Foster a collective commitment to quality through a common set of clear and measurable criteria
- Inform clients what to expect from service providers in relation to the quality of the service
- Maximize staff satisfaction and confidence with the service
- Meet reporting and accountability requirements
- Assist with monitoring and evaluation processes

### **1.3 Objectives Of The Guidelines And Standards**

The overall objective of the guidelines and standards is to steer the agricultural sector in the provision of coordinated, effective and efficient agricultural extension and advisory services.

#### **Specific Objectives**

To provide clear guidelines and standards for:

- Collaborations and linkages amongst AEAS actors
- Targeting of agricultural extension clients
- Regulation and quality assurance of agricultural extension services by government
- Extension service approaches and methods
- Capacity of agricultural extension service providers
- Farmer institution development
- Extension information content/message development
- Farmer innovations and indigenous knowledge
- Monitoring Learning and Evaluation

### **1.4 Targeted users of the guidelines and standards**

The guidelines and standards will be used by all individuals and organisations offering AEAS to farmers and other actors in agricultural value chains in Uganda. The services include training and other capacity development services; business development services; technology dissemination; and advice in crop and livestock production, agri-business, fisheries, forestry and related areas. Examples of targeted actors are local government agricultural extension staff, training and research institutions, professional bodies and associations, NGOs and other civil society organizations; the media (print and electronic); private extension providers, farmer trainers/community based facilitators and development partner projects.

The agricultural extension and advisory services providers are grouped into the following categories:

- Professionals holding a degree (at Bachelors, Masters or PhD level) in agricultural disciplines, environment, forestry, food science and nutrition, land management, and other areas relevant to agricultural value chain development.
- Para-professionals holding a certificate or diploma in the above mentioned areas.
- Organizations that offer AEAS.
- Practitioners without formal qualification in the relevant fields listed in (i) above but are involved in providing AEAS to actors along the agricultural value chain especially farmers. These include, but not limited to input suppliers, Farmer trainers or Community Based Facilitators and experienced practicing farmers and other value-chain actors.

## **1.5 How to use the guidelines and standards**

These guidelines should be used in conjunction with the following documents:

- The ethical code of conduct for agricultural extension and advisory service providers
- Process for registration and accreditation of agricultural extension and advisory service providers
- Manuals published by MAAIF to guide implementation of relevant specific technical functions, for example, extension approaches, methods and communication.
- Standard Operating Procedures for development of technical content / extension messages.

## 2.0 ORGANIZATIONAL STRUCTURE AND ROLES OF ACTORS IN THE AGRICULTURAL EXTENSION SYSTEM

The pluralistic extension system consists of Directorate of Agricultural Extension Services (DAES), a decentralized local government public structure, Technical Directorates and agencies; and NSA in extension service providers. At the national level, the core mandate for agricultural extension service is with the Directorate of Agricultural Extension Services (DAES) in MAAIF which provides overall leadership, management and coordination of the public and private extension delivery systems.

DAES works with the Technical Directorates responsible for animal resources, crop resources, fisheries resources and Commodity Agencies (e.g. Uganda Coffee Development Authority, Cotton Development Authority, and Dairy Development Authority). The technical directorates and agencies are responsible for generating technical information that is professionally organized by the Directorate of Agricultural Extension Services for dissemination to extension service providers and farmers. Development of commodity value chains is a responsibility of the technical directorates. They define the kind of extension services required along the different value chains; and work with DAES to ensure that actors along the value chains get relevant extension services.

At the local government levels, agricultural extension functions are carried out by staff deployed at district and sub county levels. Details of the Mandates, Roles and Responsibilities of MAAIF and local governments are presented in Annex 1, and the organizational structure and functions of DAES in Annex 2. Table 1 lays out the roles and responsibilities of extension service actors outside MAAIF and LGs. The Production department provides advice to farmers and other value chain actors on utilization of agricultural inputs and updates the Technical Directorates on the regulatory requirements.

In reference to figure 1 below, the core functional units (highlighted yellow), of the **Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)**

The mandate of MAAIF in the context of agricultural extension are to:

- Formulate policy, regulations, standards, strategy and work plans for single spine extension;
- Provide technical guidance for formulation, review and implementation of policies, legislation, standards, plans and strategies in the areas of agricultural extension services;
- Strengthen coordination of Local Government Production Departments, Universities and other Training Institutions, Farmers and Farmer Organizations, NGOs and Private Sector in provision of agricultural extension services;
- Provide technical advice and quality assurance on agricultural extension and advisory services;
- Provide information and communication services to Local Governments;
- Strengthen inter-institutional linkages among research, educational and farmer institutions;
- Promote agribusiness services, enterprise development and agricultural value chain development in close collaboration with the private sector;
- Support skilling, manpower development and farmer institutional development in the agricultural sector;
- Receive district reports, analyze them and provide feedback;
- Conduct M&E of Agriculture Extension Services; and provide policy reports and updates to Cabinet, District Local Government headquarters level

## **Directorate of Agricultural Extension Services (DAES)**

The Directorate, led by the Director of Agricultural Extension Services, has a clear mandate to implement the National Agricultural Extension Strategy (NAES) that conforms to and supports the National Agricultural Extension Policy (NAEP). Under the Director there are two Commissioners who manage respective Departments, and in turn, five divisions, as follows:

## **Department of Extension and Skills Management**

- Division of Information Communication
- Division of Skills Management
- Division of Agricultural Extension Coordination

## **Department of Agricultural Investment and Enterprise Development**

- Division of Agribusiness Services
- Division of Primary Processing and Value Addition

The details of the different roles of the divisions are in Annex 1.

## **District Production Department**

The following decentralized functions will be undertaken by the District Production Departments of local governments:

- Planning for the agricultural sector within the National Policy Framework;
- Providing technical backup and support supervision to staff in Sub-counties on production, farm development and sustainable utilization of natural resources (soil fertility, water harvesting, pasture improvement, mechanization, fishing in the water bodies);
- Advising District Councils on matters related to the agricultural sector;
- Collating and analyzing statistical data related to the agricultural sector including production, processing and marketing of crops, livestock, fisheries and their products;
- Generating and disseminating information on the agricultural sector;
- Collaborating with the National Agricultural Research Systems on matters pertaining to agricultural research;
- Monitoring and evaluating performance of the agricultural programs and projects;
- Coordinating all stakeholders in production, processing and marketing of agricultural products
- Delivery out agricultural extension services;

- Providing quality assurance of agricultural services;
- Providing quality assurance of agricultural service providers;
- Rendering entomological services such as Apiculture, sericulture, tsetse control;
- Setting and supervising the construction and operation of abattoirs, slaughter houses/slabs and livestock markets; and
- Spearhead the development of Aquaculture.

## **Sub-county level**

The following are functions will be carried out:

### **I. Extension service delivery;**

The key activities in extension service delivery for the frontline extension workers are:-

- Mobilize and register farmers into production and marketing groups, assess their needs, and design appropriate training sessions so that they can benefit from agricultural extension services
- Train farmers in technical and group dynamics and leadership skills for improved production and productivity of crops, livestock and fisheries for example the control of soil erosion and conserve soil and water to mitigate effects of climate change; on proper nutrition.
- Demonstrate land preparation, planting, management of crops (fertilizer application, pruning, mulching, etc.), proper animal management, post-harvest handling, value addition and marketing.
- Facilitate partnerships and linkages to other actors along the value chain for example input dealers and traders, processors and financial institutions.
- Advise farmers on how to harvest water for livestock and crop production by digging ponds and demonstrating simple irrigation technologies which are appropriate to smallholder farmers.
- Conduct exchange visits and study tours for farmers to learn from other farmers who have excelled in certain technologies or enterprises.
- Attend district level activities in agriculture and cross cutting issues organized by the Production Department or other collaborating organizations.

## **II. Disease, vector, vermin and pest control;**

Conduct surveillance visits and meetings with the farmers to assess levels of pest and disease intensity and report any emergencies to the district production office.

Demonstrate animal housing, pest and disease control especially tick-borne diseases.

- Demonstrate good hygiene and post-harvest handling and value addition practices especially for dairy.
- Advise the farmers on the recommended pest and disease resistant varieties or breeds.

## **III. Collect agricultural statistics;**

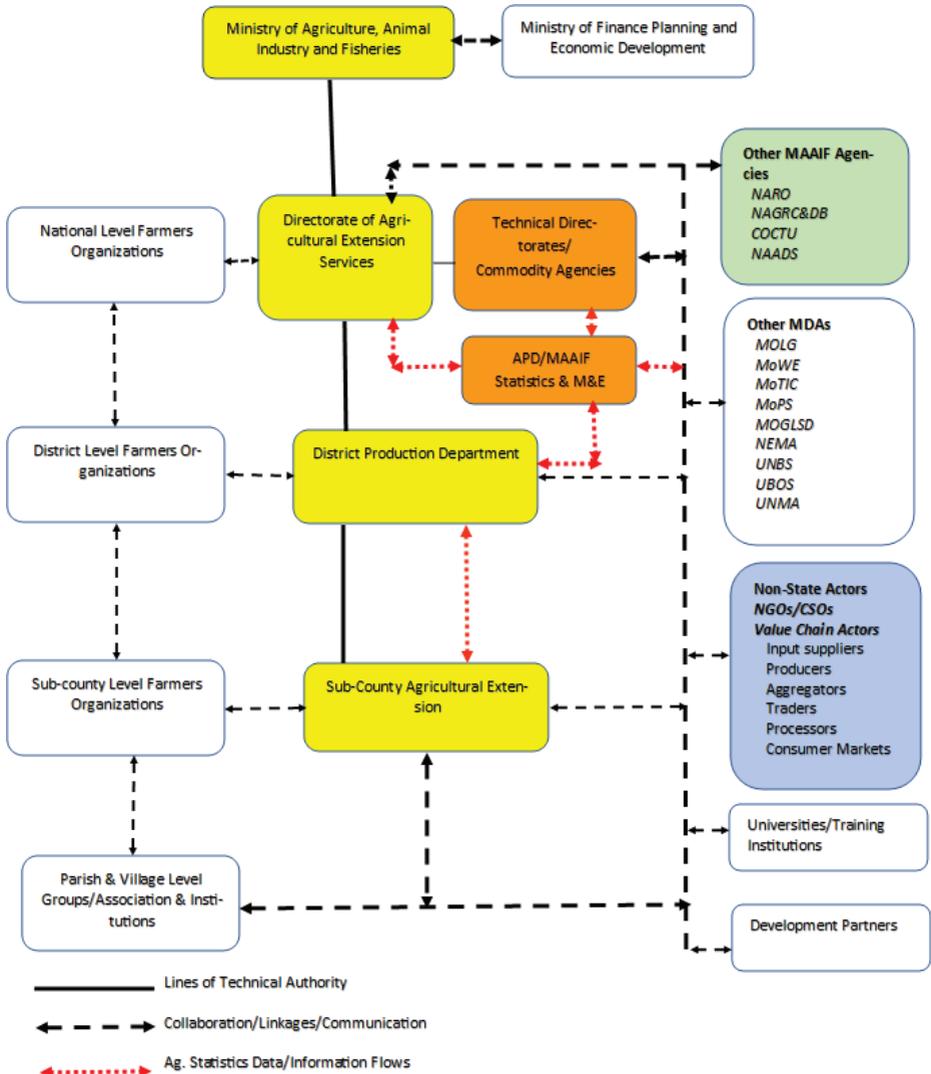
## **IV. Provide regulatory services and agricultural planning**

### **Non-State Actor level**

The following functions will be undertaken by the Non-State Actors (NGOs, CSOs, PSO)

- Policy advocacy for extension services at all levels
- Resource mobilization for agricultural extension services
- Private extension service provision
- Supply of quality agricultural inputs
- Support postharvest handling, storage, value addition and processing
- Provide services in transport, trade and marketing
- Mobilize farmers into groups
- Sensitization and training of farmers
- Support vulnerable groups
- Support capacity building in extension services
- Promote delivery of quality services

**Figure 1: ORGANIZATION STRUCTURE OF THE NATIONAL AGRICULTURE EXTENSION SERVICES**



### **3.0 GUIDING PRINCIPLES OF THE AGRICULTURAL EXTENSION AND ADVISORY SERVICES**

The extension services should be guided by the following overall principles:

**Decentralization with clear reporting lines to the centre:** Provision of agricultural extension is a decentralized function with MAAIF providing technical support and backstopping in line with the decentralization policy. At district level the officer responsible for coordinating extension services reports directly to the MAAIF DAES for technical guidance.

**Regulation of input supply:** MAAIF through the respective technical departments responsible for crops, livestock and fisheries plays a regulatory function in the distribution of farm inputs. Extension personnel provide advice, capacity building and quality assurance functions to enable farmers utilize the inputs properly.

**Empowerment and inclusive participation:** Farmers' organizations are empowered to serve as active partners of the extension service in planning, implementation, monitoring and evaluation of AEAS activities. This principle also includes mainstreaming of gender and youth concerns and needs into AEAS.

**Quality assurance:** Agricultural extension service providers are regulated to ensure that they meet the set standard. Technical audits, monitoring and evaluation shall be a permanent feature of the AEAS system.

**Pluralism:** The extension system consists of multiple service providers in the public and private sector. The service providers have to function in a coordinated and harmonized manner under the overall leadership of the public agricultural extension service.

**Client-led:** The extension agenda is guided by beneficiaries' technological needs, demands and problems.

**Market Oriented:** Extension services based on local regional and international market demands.

**Resource mobilization:** Provision of agricultural extension services to smallholder resource poor farmers is a public good. Through networking

and collaboration, additional technical capacities and resources are leveraged to deepen extension service delivery.

Farmer categorization: Interventions shall consider the different categories of farmers in terms of degree of commercialization and market orientation, resource endowments, and gender.

## **4.0 EXTENSION GUIDELINES AND STANDARDS FOR THE SPECIFIC DIMENSIONS**

### **4.1 Collaboration and linkages amongst aeas actors**

Actors in the pluralistic extension services will establish mutually beneficial inter-institutional relationships from time to time for synergies and coordinated service delivery. These could be either public-public, public-private, or private-private relationships.

Relationships amongst the various actors in a dynamic agricultural extension system must be well defined for harmonious operations. To that end, the DAES will promote and recognize both formal and informal relationships, where formal relationship agreements must be made in the form of a Memorandum of Understanding (MOU), while informal relationships may be made under a less formal written undertaking.

All collaborative efforts amongst actors, where the parties to the agreement define and agree on their respective roles and responsibilities, must be formalized in an MOU. With regard to coordination actors may or may not formalize the agreement in an MOU.

DAES shall assign staff to link with local governments, NSAs, and desk officers in each of the Ministries, Departments, and Agencies (MDAs), and Research and training institutions. This will have clear mandate, resources, and work plans.

Agricultural extension is part of a broad agricultural system and shall not be treated in isolation. Consequently, there shall be enhancement of existing and creation of new partnerships and linkages between the extension service and broader agricultural system comprising of other agricultural service providers, agricultural innovation and research systems, entrepreneurs (farms & firms), financial services, infrastructure services and market actors. .

### **4.1.1 Linkages between DAES and Other Technical Directorates of MAAIF**

DAES shall regularly update the technical directorates on the requirements of farmers, local governments and other stakeholders and jointly prepare relevant technical materials update that address their needs.

The technical Directorates, commodity Agencies, research and training institutions shall participate in capacity building organized by the DAES in providing technical resource persons. They shall participate in packaging content for dissemination to beneficiaries.

### **4.1.2 Linkages between extension and research institutions**

Strengthened linkages between research, extension, farmer and other actors are essential for effective agricultural extension service delivery. The agricultural extension system shall provide a forum for stakeholder engagement such as the Multi Stakeholder Innovation Platforms (MSIPs).

Joint stakeholder planning, review and priority setting meetings shall be regularly conducted both at national and zonal levels. The Zonal Agricultural Research and Development Institutes (ZARDIs) will work closely with the District Production and marketing Departments to ensure that the research needs of the farmers and other value actors are captured and planned in the national research agenda. Universities and other tertiary institutions as well as private researchers will be linked by the extension system to access relevant areas that need inquiry.

### **4.1.3 Linkages between agricultural extension and training institutions**

Universities, Agricultural Colleges and other tertiary training institutions play a critical role in research and manpower development for the agricultural sector. Building strong institutional linkages between the MAAIF and educational institutions is central to the new policy agenda and implementation strategy. DAES shall provide technical guidance to the Agricultural Training Institutions.

DAES shall establish collaborations with all public agricultural educational institutions aimed at ensuring relevant manpower development for the agricultural sector. Collaborative activities will include joint curriculum reviews, establishing strong student internship programs, accredited certificate course in agricultural extension, refresher training courses for agricultural extension staff, and Para-professional ; postgraduate training for extension officers and special courses for practitioners.

#### **4.1.4 Relationship between DAES and District and Sub-county Extension Services**

Under the Local Governments Act cap 243, extension service is a decentralized function DAES will establish an effective working relationship with local governments with clear roles of the key players on each of their functions. DAES shall strengthen the communication channels between the technical departments at MAAIF and local governments.

To strengthen the relationship between DAES and the district, the District Production and Marketing Officer (DPMO) will technically report to the DAES in MAAIF, but will remain administratively responsible to the Chief Administrative Officer under the decentralized arrangement.

The public sector technical staff at district and sub-county levels, in addition to providing public extension services, shall supervise and quality assure NSAs involved in agricultural extension service delivery. The technical staff will work closely with NSAs in a collaborative and complementary manner for efficient extension service delivery to farmers and other value chain actors. They will facilitate knowledge, skills and information sharing among value chain actors.

#### **4.1.5 Linkage between DAES and Non State Actors (NSAs)**

At the national level, DAES shall assign staff to establish linkages with NSAs including private sector entities, Farmer Institutions, NGO/CSOs, donor funded projects, and development partner representatives in order to collect and share information; and agree on how to collaborate and partner at the national and district levels on agricultural extension delivery. Meetings and workshops are the primary fora to bring extension service personnel together with private sector, NGO/CSOs, and other potential partners to collaborate on agricultural extension delivery. These joint workshops shall be designed to be constructive with a given agenda, stated objectives, and fixed deliverables. The DAES will develop workshop

operating procedures as part of the overall DAES Operations Manual. Resources will be mobilized for joint activities at the national (Directorate), district, and sub-county levels.

**Table 1 below, summarizes the guidelines and minimum standards for collaboration and linkages.**

**Table 1 Guidelines and minimum standards for collaborations and linkages**

Guidelines	Minimum standards
Public-partner ships	<ul style="list-style-type: none"> <li>• Technical Working Committee (TWC) consisting of representatives of technical directorates of MAAIF and agencies established by DAES to oversee periodic assessment of clients’ needs and development of extension materials or content</li> <li>• Technical directorates and agencies participating as a resource in capacity development activities organized by DAES for local governments and the private sector.</li> <li>• Partnership with LGs and ZARDIs for joint stakeholder planning, review and priority setting meetings regularly conducted both at national and zonal levels.</li> <li>• Formal collaborations set up between DAES and universities and training institutions for joint curriculum reviews, student internship programs, accredited certificate course in agricultural</li> <li>• DAES staff linking with relevant government ministries and agencies designated and regular collaborative activities/events conducted. A desk officer in charge of linking with MDAs assigned.</li> </ul>
Public-private partner ships collaboration	<ul style="list-style-type: none"> <li>• Joint workshops and meetings at national and local government levels held.</li> <li>• MoUs between DAES and key NSAs for execution of activities in the NAES formalized.</li> </ul>

## 4.2 Regulation and quality assurance by government

The DAES has established guidelines and standards, a code of ethics, and procedures for registration and accreditation of agricultural extension providers in Uganda. These documents published in soft and hard copy to guide operationalization of the NAEP 2016 should be circulated to all agricultural extension providers in Uganda. Upon registration, each provider shall be availed a hard copy for quick reference during the course of their work. DAES shall handle partnerships, collaborations, and coordinate the regulation and quality assurance (RQA) function.

DAES shall establish an electronic database and information management system for RQA. The district production office will coordinate the RQA function at district and sub-county levels. The database and information systems at local government and national levels shall be linked to facilitate electronic uploading of information and access. The staff running the data base shall be equipped with qualifications in ICT, information management. They will be availed with the required basic equipment including computers and necessary software.

In order to exercise its technical oversight function, government officials shall conduct on spot periodic technical audits to ensure quality of services. The tool is attached in Annex 3(iii)

Service providers who excel will qualify for rewards DAES will develop criteria for assessing performance. Examples of possible rewards include fully or partially sponsored capacity building events for AEAS providers within or outside the country, a certificate of recognition and any other. Service providers rated as non-compliant, will be given an opportunity to build their capacity to acceptable levels. For those who are accredited, their licenses shall be revoked if they fail to attain the acceptable level after 2 inspections.

The guidelines on compliance and non-compliance and rewards and sanctions shall apply to district and sub-county local governments as well to both at institution and individual staff.

DAES annually sets performance targets for each of its departments which are assessed by the Permanent Secretary.

**Table 2 below, summarizes the guidelines and minimum standards for regulation and quality assurance.**

**Table 2 Guidelines and minimum standards for regulation and quality assurance**

<b>Guidelines</b>	<b>Minimum standards</b>
Regulation and quality assurance documents	<ul style="list-style-type: none"> <li>• Agricultural extension documents disseminated and popularised by DAES and understood (for example NAEP, NAES, guidelines and standards, Ethical Code of Conduct, Process of Regulation and Accreditation and any other document developed).</li> <li>• Agricultural extension documents well understood and implemented by AEAS providers.</li> <li>• Agricultural extension documents periodically reviewed and updated whenever necessary by DAES.</li> </ul>
Information Management system	<ul style="list-style-type: none"> <li>• A user friendly registration tool developed online and easily accessed by the AEAS providers.</li> <li>• A functional inventory of AEAS providers in place.</li> </ul>
Technical audit	<ul style="list-style-type: none"> <li>• At least 1 Regulation and Quality Assurance (RQA) visit conducted to each district annually by DAES.</li> <li>• At least 1 Regulation and Quality Assurance (RQA) visit conducted to each sub county annually by the District Production unit.</li> <li>• On spot periodic technical audits conducted by Government officials (either from DAES or District depending on the area of operation) to ensure quality of services.</li> <li>• Existence of reports on quality of services at each level.</li> </ul>

### 4.3 Targeting of Extension Clients

Extension Service Providers are required to conduct situation/stakeholder analysis (using secondary and/or primary information/data) prior to implementation of any extension program. The stakeholder analysis should involve segmentation and characterization of extension clients along the agricultural value chains. The aim is to understand the circumstances and needs so as to facilitate proper targeting of diverse client groups and inclusive service delivery.

The following are the key clients:

- Producers (crops farmers, fisher folk and livestock and bee keepers)
- Agro inputs providers
- Aggregators / traders and transporters of agricultural produce and products
- Agro-processors, wholesalers, exporters, retailers, consumers
- Artisans and fabricators of agricultural equipment
- Financial service providers
- Emerging high value niche agricultural enterprises e.g. Fish farmers, tree farmers, horticulture, rabbitry

AEAS providers should also identify and categorize clients based on socio-economic characteristics and actors along the value chain for effective service delivery. To ensure inclusive access for the excluded groups including women, youth, and the resource poor farmers, orphans and vulnerable children, elderly, HIV affected households, Physically Challenged (PCs), refugees and the displaced. Other special groups are Schools (primary, secondary) and Urban and peri-urban farmers

**Table 3 below, summarizes the guidelines and minimum standards for targeting the key socio-economic client groups.**

**Table 3: Guidelines and minimum standards for targeting the key socio-economic client groups**

<b>Guidelines</b>	<b>Minimum standards</b>
Targeting actors along the value chain	<ul style="list-style-type: none"> <li>• Actors along the value chain mapped, mobilized to enter into the market system</li> <li>• Actors along the value chain mentored and motivated</li> <li>• The Capacity of the value chain actors assessed and linkages established.</li> </ul>
Targeting women	<ul style="list-style-type: none"> <li>• Gender analysis (GA) conducted to identify gender differentiated needs, gender based constraints and opportunities</li> <li>• Findings from the GA used to design and implement the agricultural extension programs</li> <li>• Sex disaggregated data collected and used in M&amp;E and reporting</li> <li>• Use of AEAS methods that put into consideration women’s technology and information needs, time and mobility constraints; cultural norms on gender relations between men and women</li> <li>• Women disaggregated into sub-groups depending on the context e.g. mothers of children under 5, lactating and pregnant women for nutrition extension programs; women headed households, married female youth</li> </ul>
Targeting youth	<ul style="list-style-type: none"> <li>• Youth defined as persons between the ages of 18 and 30</li> <li>• Youth classified into male and female for needs assessment and targeted service delivery</li> <li>• Routinely disaggregated M&amp;E and reporting data by sex and age group. For age, disaggregate male and female youth</li> <li>• Use of AEAS methods that put into consideration youth’s technology and information needs, resource constraints; and opportunities afforded by their relative physical strength, openness to new ideas, versatility, interest in ICT</li> </ul>

Targeting the resource poor	<ul style="list-style-type: none"> <li>• Situation/client needs analysis involving identification of context specific wealth indicators and wealth ranking conducted.</li> <li>• Use of AEAS methods that put into consideration technology and information needs of resource constrained clients</li> </ul>
Targeting emerging high value niche agricultural enterprises	<ul style="list-style-type: none"> <li>• National level needs assessments for emerging high value niche enterprises conducted by DAES.</li> <li>• Multi-stakeholder platforms for the niche enterprises facilitated and supported by DAES to facilitate shared learning and documentation of innovations</li> <li>• Capacity of extension workers (private and public) developed to enable them support actors in the emerging enterprises</li> </ul>

#### **4.4 Agricultural Extension and Advisory Services (AEAS) approaches**

An agricultural extension approach is an overall arrangement set up by the agricultural extension service provider to achieve the set objectives. It includes elements such as guiding principles, extension methods, structures / institutions for organizing target beneficiaries to access services, monitoring and evaluation. Approaches are innovations promoted and implemented by AEAS actors to facilitate learning, access to technology and information. For example Farmer Field Schools by FAO, Farmer to Farmer (F2F) approach by ICRAF, the One Stop Centre Association (OSCA) approach by Sasakawa Global 2000, Access to Market (ATM) and Business to Business (B2B) by ExcelHort, Volunteer Farmer Trainer Approach by ICRAF and others. For any approach to be understood and used for AEAS delivery, there is need to spell out its key elements which include:-

- Background information and introduction to the approach.
- Rationale
- Philosophy / guiding principles
- Goal and objectives
- Targeted clientele and suitable locations
- Establishment (Steps or procedures)
- Methods used to mobilize the target group, assess needs, implement and monitor activities (if applicable)
- Resources required.
- Actors and their roles
- Scaling out and sustainability strategies.
- Achievements (if any)

**Table 4 below, summarizes the guidelines and minimum standards for AEAS approaches and methods.**

**Table 4 Guidelines and minimum standards for AEAS approaches and methods**

<b>Guidelines</b>	<b>Minimum standards</b>
Participation and Client-led	<ul style="list-style-type: none"> <li>• Involvement of clients / beneficiaries in the planning, implementation and evaluation of services in a manner that promotes ownership and empowerment.</li> <li>• Inclusions of mechanisms for soliciting beneficiaries' input in design and implementation</li> <li>• Service delivery guided by beneficiaries' technological needs, demands, constraints and problems.</li> </ul>
Targeting women	<ul style="list-style-type: none"> <li>• Gender analysis (GA) conducted to identify gender differentiated needs, gender based constraints and opportunities</li> <li>• Findings from the GA used to design and implement the agricultural extension programs</li> <li>• Sex disaggregated data collected and used in M&amp;E and reporting</li> <li>• Use of AEAS methods that put into consideration women's technology and information needs, time and mobility constraints; cultural norms on gender relations between men and women</li> <li>• Women disaggregated into sub-groups depending on the context e.g. mothers of children under 5, lactating and pregnant women for nutrition extension programs; women headed households, married female youth</li> </ul>

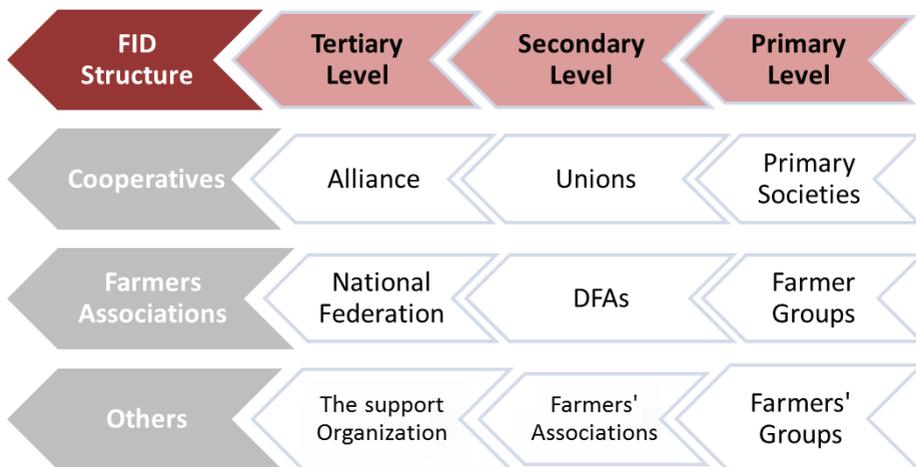
Farmer empowerment	<ul style="list-style-type: none"> <li>• Capacity of farmers and farmer institutions built to articulate their needs, demand for services, assess quality services, and hold service providers and leaders of farmer institutions accountable.</li> </ul>
Appropriateness to the context	<ul style="list-style-type: none"> <li>• AEAS approach and methods suited to the context (e.g. type of clients to be served, nature of services, resources available, geographical area served)</li> </ul>
Effectiveness for selected activity or programme	<ul style="list-style-type: none"> <li>• Optimum number of beneficiaries reached.</li> <li>• Objectives suited to the AEAS activities (e.g. change in attitudes, knowledge, skills, practices, technology adoption) and the needs of clients</li> <li>• Inbuilt mechanism to equip AEAS workers with appropriate facilities and equipment for effective implementation.</li> <li>• Inclusion of relevant hands-on activities needed to impart skills</li> </ul>
Cost effectiveness and efficiency	<ul style="list-style-type: none"> <li>• Appropriate facilities and technologies including e-extension for wider reach, adoption and scaling-up.</li> <li>• Cost friendly materials and inputs commensurate to the capacity of both the promoters and beneficiaries.</li> <li>• Where possible use of locally available materials to ensure cost effectiveness.</li> <li>• Inbuilt mechanism to create an affordable multi stakeholder forum for sustainability.</li> </ul>
Market-orientation	<ul style="list-style-type: none"> <li>• Enhancement of strategic engagements and linkages of actors along the value chain up to the consumer level.</li> <li>• Creating a mindset change towards farming as a profitable business.</li> </ul>

## 4.5 Farmer institution development

Farmers' institutions (FIs) are recognized as the most efficient and effective mechanism to organise farmers to access Agricultural Extension and Advisory services at different levels. For this reason, government and private sector AEAS providers should mobilise and/or strengthen the capacity of Farmers' Institutions to effectively participate and benefit from agricultural extension services and link to other appropriate support services.

The farmers in Uganda are organized under various Farmer Institution Development (FID) structures and this diversity should be encouraged. An example of the common categorization is reflected in the figure 1. At primary level the FI is made up of individual farmers; at secondary level, it is made up of Primary FIs; while at the tertiary level it is made up of the secondary FIs.

**Figure 2: Example of Categorization of Farmers groups under different structures in Uganda**



AEAS providers supporting the establishment of FIs at different levels need to be guided on the minimum requirements for the establishment and management of successful and sustainable groups or associations. It should be noted that FIs should be either left to form organically arising from the needs of the members or facilitated to form with the support of

an AEAS provider or organization. In case of the latter, the sustainability strategy for the FI beyond the external support should be laid out. Secondly, an FI should be apolitical (with no influence from politicians) to be able to serve all beneficiaries and actors without political bias.

**Table 5 below, summarizes the minimum standards for sustainable farmer institutions at different levels.**

**Table 5 Minimum standards for sustainable farmer institutions**

<b>Level of formation</b>	<b>Minimum Standards</b>
Primary level	<ul style="list-style-type: none"> <li>• A name that reflects its activities and is not derogatory</li> <li>• A meeting place</li> <li>• Leadership in form of a committee that is regularly renewed in a democratic manner. The key committee members are: - Chairperson, Secretary, Treasurer and at least two more Committee members with specified responsibilities.</li> <li>• A membership of individual farmers of a specified category. A primary FI should have at least 15 – 30 farmers as members. Membership should be voluntary with free entry and exit.</li> <li>• Clear activities related to agriculture and/or related fields.</li> <li>• A constitution or bye laws that guides the governance of the FIs</li> <li>• Registered at sub county or district level for recognition</li> <li>• Regular member and committee meetings</li> <li>• Simple and up to date records of membership, activities and finances. The membership register should include: Names, location, contacts, and for those with individual members by gender.</li> </ul>

<p>Secondary level</p>	<ul style="list-style-type: none"> <li>• A registered name that reflects its purpose and is not derogatory</li> <li>• A membership of primary level FIs</li> <li>• A governance structure with: <ul style="list-style-type: none"> <li>* A General Assembly (GA) made up of representatives of member primary FIs</li> <li>* A Board democratically elected by the GA as guided by the legal documents. The key Board members are: - Chairperson, Vice Chairperson, General Secretary, Treasurer and at least five Committee members representing specified responsibilities.</li> </ul> </li> <li>• A simple management structure with an office, manager and any other staff as may be needed depending on the activities of the FI. In some case the committee members may be allocated managerial roles.</li> <li>• A clear purpose, goal, objectives and activities related to agriculture and/or related fields</li> <li>• A legal document that guides the governance of the FIs for example Constitution or Memorandum and Articles of Association.</li> <li>• Registered at the National level as a legal entity as prescribed by the structure they fall under. Examples of recognized registration bodies are: Ministry of Trade, Industry and Cooperatives, Registrar of companies, National Bureau for NGO registration. It should therefore have a registration certificate from the mandated authority.</li> <li>• Regular Board and Management meetings as prescribed within the legal document</li> <li>• Proper and up to date records of activities and finances. <ul style="list-style-type: none"> <li>* An inventory of the member primary FIs (Names, location, contacts, numbers of individual membership by gender and activities).</li> <li>* Auditable Financial Accounts</li> <li>* Work plans and reports</li> <li>* Any other relevant to their activities</li> </ul> </li> </ul>
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Tertiary level	<ul style="list-style-type: none"> <li>• A registered name that reflects its purpose and is not derogatory</li> <li>• A membership of secondary level FIs</li> <li>• A clear vision, mission, purpose, goal, objectives, programs and activities related to agriculture and/or related fields</li> <li>• A legal document that guides the governance of the FIs for example Constitution or Memorandum and Articles of Association.</li> <li>• A governance structure with: <ul style="list-style-type: none"> <li>* A General Assembly (GA) made up of representatives of the secondary FIs</li> <li>* A Board democratically elected by the GA as guided by the legal documents. The key Board members are: -</li> <li>* A Board democratically elected by the GA as guided by the legal documents. The key Board members are: - Chairperson / President, Vice, General Secretary, Treasurer and at least five Committee members representing specified responsibilities.</li> </ul> </li> <li>• A management structure with staff recruited and appraised according to the national labour laws and with clear management functions to achieve organizational objectives.</li> <li>• An office with a CEO and staff for both programme and administration support.</li> <li>• Regular Board and Management meetings as prescribed within the legal document</li> <li>• Proper and up to date records of activities and finances <ul style="list-style-type: none"> <li>* An inventory of the member secondary FIs (Names, location, contacts, numbers of individual membership by gender and activities).</li> <li>* Auditable Financial Accounts</li> <li>* Operational Manuals</li> <li>* Work plans and reports</li> <li>* Any other relevant to their activities</li> </ul> </li> </ul>
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## 4.6 AEAS information content/message

AEAS information materials, messages and technologies disseminated should be informed by thorough client needs assessment to ensure relevance and packaged in a manner that suits the needs and capacity of clients to understand and use it.

To ensure consistency across all AEAS providers, the content in any given area will be developed through a collaborative process guided by the Standard Operating Procedure (SOP) that DAES has put in a place. The SOP is a 10-step process that includes:

- Commissioning of extension materials development.
- Establishment of a development team
- Assembling of existing documents, materials and approved research recommendations on the subject area.
- Drafting of the extension materials
- Adding illustrations
- Vetting and pre-testing
- Validation
- Approvals
- Dissemination/use
- Periodic updating or Review

**Table 6 below, summarizes the minimum standards for developing AEAS content.**

**Table 6 Guiding principles and minimum standards for developing AEAS content**

<b>Principle</b>	<b>Minimum standards</b>
Relevance to client needs	<ul style="list-style-type: none"> <li>• Feedback from a sample of clients to validate the relevance of the extension content</li> </ul>
Good quality and technically viable	<ul style="list-style-type: none"> <li>• AEAS content and message vetted by accredited experts in the technical subject matter and extension communication</li> <li>• AEAS Content using a language understood by the clients</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• The extension content and message meeting the criteria of environmental, economic and social sustainability.</li> </ul>

#### **4.7 Capacity for delivery of AEAS providers**

In order for AEAS providers (individuals and organizations) to offer quality services, they need to be competent in both the technical content needed by clients (e.g. crop science, animal science, food, marketing, nutrition), and the extension methodologies and approaches to communicate to farmers and other clients to facilitate learning, mindset, change and adoption of improved technologies.

The minimum standards in terms of capacity required for AEAS provision are laid out in table 7.

**Table 7 Minimum standards for capacity of AEAS providers**

<b>C a p a c i t y specification</b>	<b>Minimum standards</b>
Organizational capacity	<p>AEAS organizations, must :-</p> <ul style="list-style-type: none"> <li>• Recruit at least one staff qualified in agriculture.</li> <li>• Be a member of a relevant professional body</li> <li>• Provide regular in-service capacity development opportunities to staff for them to keep abreast with relevant emerging skills</li> <li>• Support staff/ workers with required facilitation to perform the prescribed AEAS work</li> </ul>
Qualifications	<p>An individual AEAS provider must possess the minimum qualifications mentioned below:-</p> <ul style="list-style-type: none"> <li>• A Professional - a degree (at bachelors, Masters or PhD level) in agricultural disciplines, environment, forestry, fisheries, food science and nutrition, land Management, and other areas relevant to</li> <li>• agricultural value chain development from accredited institutions.</li> <li>• A Para-professional - a certificate or diploma in the above mentioned areas.</li> </ul> <p>A Practitioner is with no formal qualification but must be practicing at a particular value chain level. He or she must have obtained appropriate short term training and certification from a recommended and accredited organization.</p>
Competences	<p>AEAS providers must:</p> <ul style="list-style-type: none"> <li>• Possess ICT skills commensurate with their level and need</li> <li>• Be able to conduct a training needs assessment</li> <li>• Be able to develop extension programs</li> <li>• Have good communication and facilitation skills</li> <li>• Be able to train using appropriate methods for target clients</li> </ul>

	<ul style="list-style-type: none"> <li>• Be able to impart accurate, up-to-date and complete information</li> <li>• Have managerial and administrative skills</li> <li>• Have monitoring and evaluation skills</li> <li>• Have networking and partnership skills</li> <li>• Possess appropriate technical skills in relevant subject matter</li> <li>• Have good understanding of community and social systems and structures</li> <li>• Possess skills in conflict resolution</li> </ul>
Facilitation and Coverage	<ul style="list-style-type: none"> <li>• Every AEAS provider should have basic facilitation to enable them reach the beneficiaries including means of transport and communication, protective gear, and demonstration/training materials, audio-visual aids.</li> <li>• Depending on the geographical area and number of target beneficiaries, Parish extension workers should have at least a bicycle while Sub county extension providers should have at least a motorcycle and the district should have a vehicle.</li> </ul>
Financial resources	<ul style="list-style-type: none"> <li>• The budget of AEAS organizations must be commensurate with activity demands.</li> </ul>

## 4.8 Farmer innovations and indigenous knowledge

Farmers and other practitioners often carry out informal testing of their practices and come up with innovations. The DAES in partnership with the research system will support community innovations by identifying, documenting and subjecting viable ones to scientific verification/testing and certification. Intellectual property of innovators will be respected as per the relevant national legal framework.

**Table 8 below, summarizes the principles and minimum standards for farmer innovations and indigenous knowledge**  
**Table 8 Guidelines and minimum standards for farmer innovations and indigenous knowledge**

<b>Principle</b>	<b>Minimum standards</b>
Acceptability	Compliance with cultural norms and practices.
Replicability	Must be able to work in other contexts, locations and other people
Verifiable	Must be technically proven
Cost effective	The innovation must be affordable
Safety	Safety to humans and environment
Originality	Show a record and proof of ownership.

#### **4.9 Planning, Monitoring, Evaluation and Learning of AEAS**

The DAES has developed a detailed PM&E plan for the NAES 2016 that will produce credible and accurate information on an ongoing basis to be used to improve service delivery. The M&E plan is designed to target public and private actors involved in NAES implementation at national, district and sub-county levels. The framework lists minimum outcome indicators for each of the objectives in the NAES on which information will be collected. M&E plans of all ESPs should be aligned with the overall M&E plan of the NAES.

The DEAS has designated a desk at national and district level (district production office) to collect and consolidate all M&E information submitted by the local governments and NSA. Similarly, every extension service provider is expected to designate and suitably equip an office or staff charged with M&E responsibilities.

NSA should submit reports to the district production office on a quarterly basis; while the district production office will consolidate the reports and submit to the DAES for consolidation at national level. The report format is aligned with the M&E framework such that data generated at the various levels will be easily consolidated to track progress on the

outcome indicators for the various objectives of the NAES. The report format is attached in annex.... NSAs operating in more than one district will register at national level. They will submit district related reports at the district level for activities conducted in the respective districts.

The District Production unit should provide annual reports to the DAES on all agricultural extension related activities in the district. The report format is attached in annex....

Non-Ugandans who wish to make direct investments in AEAS will be registered by the DAES which will vet and link them to relevant government offices to facilitate their work. It will also ensure that they comply with the national regulations and standards guiding AEAS in Uganda.

Pluralistic extension system consists of actors using diverse approaches with the private sector charging fees while civil society and public services are free. DAES will monitor the implications of possible market distortions arising from free or cheap extension services on the need to over time develop a thriving private sector and take appropriate corrective action.

Sharing and learning fora based on the M&E results will be convened at national and district levels annually and every 2 years respectively. All the NSA should register with the district production office and submit quarterly reports on their activities to the District production office.

Each district will develop a map displaying visually the distribution of services, actors, in the various sub-counties. This will be used in decision making on resource allocation and guiding investments into AEAS by government and NSAs in the district so as to promote equitable distribution of services.

Each district will convene at least 1 meeting per year attended by all AEAS actors in the district –to review and consolidate achievements during the year, sharing, learning, consolidation of reports and plan for subsequent year.

To support planning and monitoring of the performance of the agricultural sector performance as a whole, the Statistics Division in the Planning Department of MAAIF is mandated to collect, analyze, and disseminate agricultural information. However, the primary data collection resource is

the staff of public extension service. The DAES and the Statistics division has established a functional arrangement and developed data collection tools to be used by the extension staff. Plans for training of the extension staff on the use of these tools, quality control of the data from the sub-county level on up to the district level have also been put in place. The district level staff assigned the role of agricultural statistics will also be trained on data entry using an approved format, and the transmittal of this data to a central database at MAAIF.

**Table 9 below, summarizes the principles and minimum standards for Monitoring, Evaluation and Reporting**

**Table 9 Guiding principles and minimum standards for Monitoring, Evaluation and Reporting**

<b>Principle</b>	<b>Minimum standards</b>
Participation of beneficiaries	<ul style="list-style-type: none"> <li>• Participation of clients in MER of service provision through validation of indicators, provision of feedback on the quality and outcomes of AEAS</li> </ul>
Key Performance Indicators (KPIs)	<ul style="list-style-type: none"> <li>• A report by every extension service provider on mandatory KPIs agreed with DAES at different levels:               <ul style="list-style-type: none"> <li>* Impact level: Household incomes and food security, investments, nutrition security</li> <li>* Outcomes : Increased productivity and adoption levels</li> <li>* Outputs: No. of farmers reached by the extension worker, Number of trainings conducted and Number of participants attending (men and women)</li> </ul> </li> </ul>
Monitoring, Evaluation and Reporting should be planned	<ul style="list-style-type: none"> <li>• A monitoring and evaluation plan as well as a reporting plan included in every AEAS planning cycle</li> <li>• AEAS providers must have annual and quarterly work plans.</li> </ul>

<p>Effective monitoring and evaluation depends on capturing information as they occur</p>	<ul style="list-style-type: none"> <li>• Each extension service provider must develop, maintain and use appropriate tools for routine recording of information and events. These will include extension workers' diary, meeting/training registers signed by participants, etc.</li> </ul>
<p>Effective learning and knowledge sharing</p>	<ul style="list-style-type: none"> <li>• Documentation and sharing of knowledge must be done using the appropriate channels</li> <li>• Learning events e.g. field days, exchange visits, for AEAS providers and beneficiaries</li> <li>• Appropriate Knowledge packaging and storage</li> <li>• Operational Knowledge, Management and Information System (KMIS)</li> </ul>

## 5.0 APPENDICES/ ANNEXES

### 5.1 Annex 1: The details of the different roles of the different departments and divisions under the DAES.

#### Department of Extension and Skills management

- Main Objectives of the Department of Extension and Skills management:
- To promote food security, nutrition and household incomes through increased productivity and market oriented farming.
- To empower all farmers to access and utilize agricultural extension services
- To promote farmer groups and high level farmer organizations to develop capacity to manage
- farming enterprises.
- To support the private sector to develop capacity for delivery of agricultural extension services.

#### Key functions of the Department of Extension and Skills management:

- Support the provision of advice and information services to farmers
- Support technology development and linkages with markets
- Support private sector and farmer institutional development
- Ensure that the research and extension needs of farmers are identified and answered by the extension agents
- Strengthen linkages with agricultural educational institutions to ensure relevant manpower development for the agricultural sector.

#### Department of Agricultural Investment and Enterprise Development Main Objectives of the Department of Agricultural Enterprise Development:

- To support agribusiness development and management in the agricultural sector.
- To support agricultural enterprise development through promotion of value addition and primary processing of agricultural produce.

## **Key Functions of the Department of Agricultural Enterprise Development:**

- Formulate, review and implement policies, legislation, standards, plans, designs, strategies and regulations for agribusiness and agricultural enterprise development.
- Provide technical advice on agribusiness and enterprise development in the sector.
- Generate, analyze and disseminate information on agribusiness in the sector.
- Build the capacity of LGs and other stakeholders in agribusiness and agro enterprise development in the agricultural sector.
- Establish and operationalize collaborative mechanisms with national, regional and international organizations in agribusiness and agro enterprise development.
- Formulate, review and implement plans and strategies for commodity value chain analysis.<sup>7</sup> Establish and operationalize commodity stakeholder platforms and frameworks to manage implementation of commodity value chain analysis recommendations.

## **Roles and responsibility of key Officials**

### **Role of the Director of Agricultural Extension Services.**

- At the national level, the Director will ensure that the NAES adheres to the NAEP and other relevant
- agricultural policy issues / organize and chair meetings with national organizations and entities, coordinates work with fellow Directors, represent the interests of extension services in public forums, and provide leadership within the directorate.
- At the District and Sub-County levels the Director will ensure extension workers are: adequately supported and funded, conducting work planning and budgeting according to a common methodology, monitored for service delivery, evaluated for performance, and trained in new approaches and techniques. This will be accomplished by managing the Directorate staff and liaising with local governments.

## **Role of Commissioners and Assistant Commissioners.**

- The Commissioners and Assistant Commissioners are responsible for supervising the implementation of the National Agricultural Extension Strategy. They will ensure: extension service delivery system is following developed and approved guidelines; activities are implemented according to plan; linkages (coordination and/or collaboration) with partner organizations, departments, agencies, and research organizations are formalized and functioning; data and information collection, analysis, and
- dissemination protocols are followed, and Directorate staff are motivated, supported, and provided with training opportunities.

## **DAES role in ensuring quality control.**

- Measuring individual extension worker performance. The DAES will develop additional
- relevant indicators for performance-based extension services, as part of the existing “Public Service Performance Agreement form” made by the Ministry of Public Service.
- Measuring the efficiency of the extension delivery system. The DAES will ensure efficiency indicators, such as, timely development of work plans, adherence to work plan schedule, resource usage, regular data collection, etc. will be measured and recorded on a timely basis.
- Measuring sustainable outcomes from extension service delivery. The DAES will ensure that both internal and third party impact assessments are conducted at mid-strategy and end-of- strategy. Further, the NAES – M&E Plan when fully implemented will generate the data and information to be tracking outputs, outcomes, and economic data used to evaluate impact on an on-going basis, and for informing yearly work plan development.

## 5.2 Annex 2: Roles of other stakeholders outside MAAIF & LGs

<p>Ministry of Trade, Industry and Cooperatives (MTIC)</p>	<ul style="list-style-type: none"> <li>• Issue guidelines for harmonizing Public-Private Partnerships for promoting private sector investments in the agricultural sector</li> <li>• Provide technical support in development of agricultural cooperatives societies</li> <li>• Promote Marketing of agricultural products</li> <li>• Provide Market information and identification of new markets for agriculture products.</li> <li>• Support agricultural industrial development</li> </ul>
<p>Ministry of Finance, Planning and Economic Development</p>	<ul style="list-style-type: none"> <li>• Mobilization and provision of financial resources for agricultural extension services</li> <li>• Monitoring and Evaluation of the agricultural sector performance</li> <li>• Guide the collection and collating of agricultural Statistics through Uganda Bureau of Statistics (UBOS)</li> <li>• Identify and promote investment opportunities through Uganda Investment Authority</li> <li>• Provide enabling environment for acquisition and provision of agricultural credits</li> </ul>
<p>Ministry of Local Government</p>	<ul style="list-style-type: none"> <li>• Administration and Coordination of District Local Governments</li> <li>• Monitoring performance of District Local Governments</li> <li>• Policy and Advocacy support for District Local Governments</li> <li>• Supervision of District Local Government Activities</li> </ul>
<p>Ministry of Public Service</p>	<ul style="list-style-type: none"> <li>• Review and approval of the establishment structures</li> <li>• Provide policy guidance on human resource management and development</li> <li>• Provide technical guidance during recruitment exercise, retirement and pension</li> </ul>

Ministry of Information, Communications and Technology	<ul style="list-style-type: none"> <li>• Provide policy oversight on ICTs</li> <li>• Promote use of transferable appropriate information technologies</li> <li>• Contribute to the strengthening and setting up of information laboratories</li> </ul>
Ministry of Water and Environment (MWE)	<ul style="list-style-type: none"> <li>• Provide policy oversight on gender and youth</li> <li>• Mobilization and sensitization of gender and youth</li> <li>• Community mobilization for uptake of extension services</li> <li>• Participation in farmer group formation and sustainability</li> <li>• Mainstreaming gender issues in extension programs</li> </ul>
Ministry of Gender, Labour and Social Development (MGLSD)	<ul style="list-style-type: none"> <li>• Curriculum development</li> <li>• Training and development of agricultural extension service providers</li> <li>• Review and develop relevant curricular to suit current extension demands</li> <li>• Accredit training courses and private training institutions</li> </ul>
Ministry of Education and Sports (MoES)	<ul style="list-style-type: none"> <li>• Provide Nutrition information for extension services</li> <li>• Provide information on food safety and standards at household level</li> <li>• Develop and package information on zoonotic diseases</li> <li>• Provide Animal Drugs regulation services</li> </ul>
Academia (Universities, Colleges and training institutions)	<ul style="list-style-type: none"> <li>• Curriculum development for agricultural extension</li> <li>• Training and development of agricultural extension service providers</li> <li>• Participate in certification of service providers</li> <li>• Offer specialized training for professionals and para professionals</li> <li>• Partner with MAAIF to develop appropriate and practical internship programs</li> <li>• Provide research services for agricultural extension programs</li> </ul>

<p>Research institutions</p>	<ul style="list-style-type: none"> <li>• Generation of research priorities in consultation with farmers, extension agents and other stakeholders</li> <li>• Formulate and implement research projects and programs</li> <li>• Participate in setting and reviewing the policy document</li> <li>• Provide technical support and training of stakeholders</li> <li>• Established mother garden</li> <li>• Promote adaptation and use of appropriate technologies</li> </ul>
<p>Development Partners</p>	<ul style="list-style-type: none"> <li>• Provide policy and advocacy support for extension</li> <li>• Provide technical Assistance to agricultural extension</li> <li>• Mobilize financial resources for agricultural Extension</li> </ul>
<p>Farmers / Farmers Organizations and other value chain actors</p>	<ul style="list-style-type: none"> <li>• Adoption of agricultural technologies to improve production and productivity</li> <li>• Undertake to farmer to farmer extension services</li> <li>• Multiply seeds, planting materials and stocks</li> <li>• Mobilization of farmers and resources</li> <li>• Carry out farmer institutional development</li> <li>• Facilitate community based support services for agricultural extension</li> <li>• Undertake Self-regulation and quality assurance of services</li> <li>• Participate monitoring and evaluation</li> <li>• Record keeping and provision of agricultural statistics</li> <li>• Innovations using indigenous knowledge</li> <li>• Engage in policy dialogue and facilitating business</li> <li>• Provide extension at their respective segments of the value chains</li> </ul>

### 5.3 Annex 3: Report formats and audit tool

#### Annex 3: (i): Annual report format for NSA to district production office (or DAES)

Name of the organization
Registration number
Year of reporting
Contact information: e mail, telephone numbers, physical address, contact person name
Services provided
Geographical areas covered: district, sub-county, parish
Funding: Name of funders, total size of grant, amount spent during the year
Number of staff at the various levels: Admin; field staff, their qualifications; capacity development opportunities during the year, area
Plans and achievements
<ul style="list-style-type: none"><li>• Beneficiaries reached during the year: type (producers/farmers, farmer organizations, processors, marketers/distributers, others), services offered, number reached (men, women, youth)</li></ul>
<ul style="list-style-type: none"><li>• Impact during the year on the set impact indicators:</li></ul>
Challenges faced:
Recommendations to address the challenges (indicate who should act on what)
Plans for the following year: New funding, change in beneficia- ries, geographical areas covered, services offered, Other

## **Annex 3: (II): Annual report format for District production office to DAES**

Name of district

Reporting period

Contact officer

Agricultural extension and advisory services provided in the district during the year: Actor (public services consolidated and reported on by project if applicable, NSA listed), Type of services offered, target area (sub-counties/parishes), numbers reached (men, women, youth), funds spent

Challenges

Recommendations to address the challenges  
(indicate who should act on what)

Projected plans for the following year:

Type of service provider, new funding, change in beneficiaries, geographical areas covered, services offered, other

### **Annex 3: (III): On spot periodic technical audit tool for quality assurance**

**Details about the inspected organization: Name of individual/ organization, district, physical office/virtual,  
Details about the inspector: Name, position, organization, date of inspection**

Domain	Parameters to be assessed	Expected standard of performance	Rating 1=Compliant 2=Not compliant	Explanatory comments (if any)
Satisfaction of requirements	Registration status	Must be registered		
	Accreditation status	Up to date accreditation for the service being provided		
		Has an office and contact where he can be reached (physical office, telephone number, email)		
Human resources				
Infrastructure and other resources				

Quality of services offered				
Quality of extension products				
Farmer institutions				

Overall assessment: 1=Compliant; 2=Somehow compliant; 3=Not compliant

Recommended actions:

Follow up visit within.....months to check on improvements

#### **5.4 Annex 4: Key Performance Indicators for AEAS activities.**



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