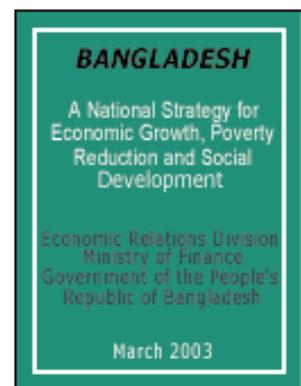
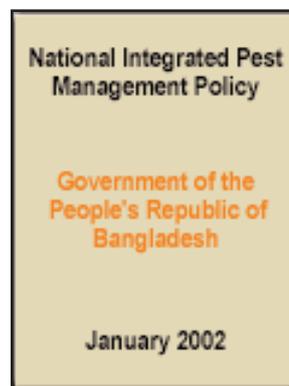
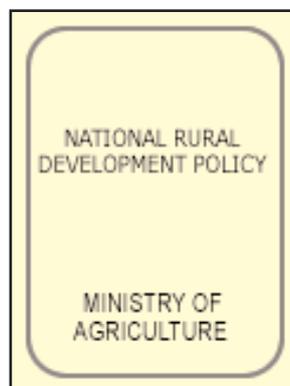
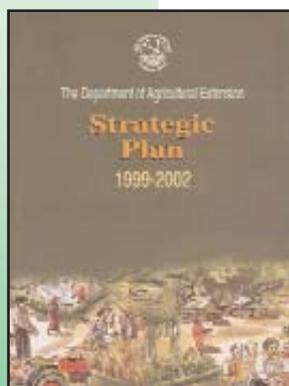
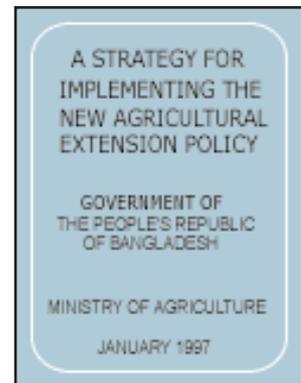
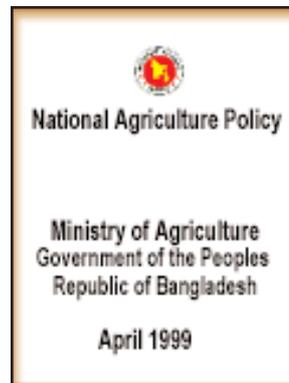
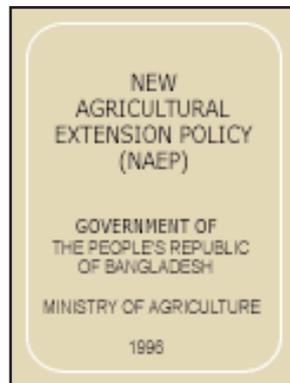
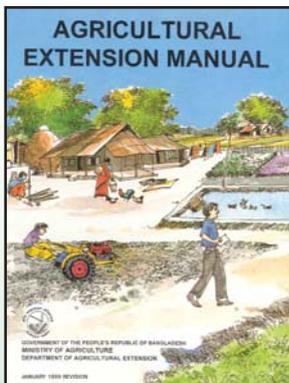


Chapter

Policy Framework for Strategic Plan 2002-2006

The DAE Strategic Plan for the year 2002-2006 has been prepared based on the experiences and learning from the last DAE Strategic Plan(1999-2002). Moreover, the National Agricultural Policy (1999) and its associated Plan of Action (August, 2002), the National Strategy for Economic Growth, Poverty Reduction and Social Development (March 2003), the National Rural Development Policy (2000) , the New Agricultural Extension Policy (1996), the

Public Administrative Reform Committee's (PARC, 2000) report, current BBS, Bangladesh Economic Review (2001) have also been consulted. More over the outcome of 32 DAE senior officers' **strategic position analysis**, five workshops held with District Agricultural Extension Planning Committee (DAEPC) members and lessons arising from field visits conducted by DAE Strategic Plan Working Group members were also considered.



The Role of DAE

The Department of Agricultural Extension (DAE) is the core organization of the Ministry of Agriculture. The overall responsibility of the department is to provide agricultural extension services to all categories of farmers in order to enable them to optimize use of their resources with a view to becoming self sufficient in food production and to improve their nutritional status. More specifically, the roles of DAE are to:

- Provide farmers with the latest research results and scientific farming techniques for their socioeconomic betterment ;
- Motivate and help farmers adopting improved production practice that would increase their farm production and income and thereby meet national consumption requirements, maximize export and minimize imports;
- Provide efficient linkages between the various research institutes and the farmers so that farmers' problems are brought to the relevant research institutions for investigation and solution;
- Develop and promote environmentally sound farming practices that will be sustainable over long term;
- Serve as liaison agency between farmers and other organisations, both public and private including credit giving and input supplying agencies for overall socioeconomic development of rural people;
- Provide a channel for relaying farmers problems and needs to the Ministry of Agriculture and its different departments that require national level intervention;
- Provide educational opportunities (diploma in agriculture) through DAE Agricultural Training Institutes;
- Promote agribusiness, marketing and minimizing post harvest losses, and provide vocational education opportunities for rural people wishing to enter agriculture as a career and
- Transform DAE Mission statement into action. The DAE Mission Statement is:

The Department of Agricultural Extension's mission is to provide efficient and effective needs based extension services to all categories of farmers to enable them to optimize their use of resources, in order to promote sustainable agricultural and socioeconomic development.

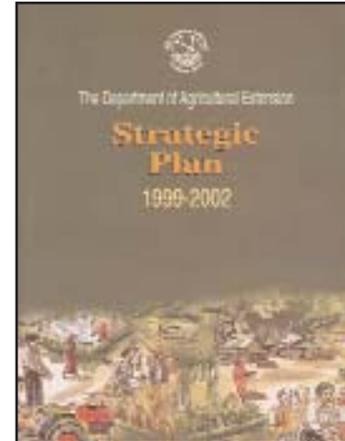


Review of DAE Strategic Plan 1999-2002

The DAE Strategic Plan for 1999-2002 sought to achieve 68 major objectives under six themes. These were: (i) Extension Approach Development (ii) Partnership Development (iii) Mainstreaming Gender (iv) Mainstreaming Environment (v) Human Resources Management and (vi) Information System Development. The objectives were designed to be met within a three-year period.

In order to implement the **strategic plan** five working groups were established. These were (i) Revised Extension Approach (REA) Implementation Working Group ; (ii) Environmental Working Group; (iii) Partnership, Social Development and Gender Working Group; (iv) Management Information System (MIS) Working Group and (v) Human Resources Management (HRM) Committee.

Each of the working groups took responsibility for facilitating the implementation of the strategic objectives. The working groups were comprised of a range of staff from DAE H/Q. They met almost every month for implementing the relevant areas of the strategic plan. The REA Implementation Working Group took the responsibility for implementing extension approach while Environmental Working Group for Mainstreaming Environment ; Partnership, Social Development and Gender Working Group for Partnership Development and Mainstreaming Gender; MIS Working Group for Information System Development and Human Resources Management Committee for Human Resources Management.



Achievement

In spite of many constraints, a considerable achievement has been made for the implementation of the strategic plan. A summary of the achievement is given below:

Extension Approach Development

- DAE implemented its Revised Extension Approach (REA) during the first strategic plan period to address the department's mission within the context of the NAEP;
- A supervision checklist was developed aiming to assist DAE officers to conduct supervision effectively;
- Ten thousand posters for extension development were produced and distributed;
- Problem Census Cards for conducting problem census effectively were also developed and 64 District Training Officers (DTO) were trained;
- The Integrated Extension Approach (IEA) began to be piloted with the help



of ASIRP. The overall objective of this pilot is to develop a coordinated and integrated extension mechanism through which all extension providers at grass root level will work together to address farmers problems. The IEA models are UAECC Strengthening Model; Resource Center and Local Government model, Specialist Co-operation model, Farmer Led Extension model (FLE) and support to 12 Upazilas model. Staff from extension services providers including DAE, DLS, DOF and NGOs are working on these models;

- DAE made use of the Farmer Field School (FFS) extension approach to promote Integrated Pest Management, particularly through the Strengthening Plant Protection Services (SPPS) project and
- DAE linked with NGOs operating micro-finance schemes, particularly through ADIP and SAIP.

Partnership Development

- DAE has developed partnership among GOs, NGOs, research organizations and private agencies for providing coordinated extension support to the farming community, through Memoranda of Understanding and Partnership Initiative Funds through ASIRP;
- Forums including the Extension Policy Implementation Co-ordination Committee (EPICCC), Agricultural Technical Committees (ATC), District Agricultural Extension Planning Committee (DAEPC), and Upazila Agricultural Extension Coordinating Committees (UAECC) are in operation;
- A media campaign to raise awareness of the NAEP was conducted. This included promotional folders for partnership, a partnership logo and a

partnership video with messages promoting the NAEP and

- The DAE-NGO Liaison Committee has been revived with equitable members from DAE and 11 apex NGOs, through membership subscription, and fund raising.

Mainstreaming Gender

- Six seminars and workshops on gender sensitization were held at national and regional levels;
- A synopsis of all relevant national policies related to Women In Development (WID) have been produced and circulated for creating awareness;
- About 30-50 per cent women farmers were included in different training events such as IPM, post-harvest activities, homestead gardening, nutrition and establishing nurseries;
- Most of the departmental projects were also designed to involve women farmers as beneficiaries and had specific targets to achieve;
- An officer (DAE WID Focal Point) continued reporting to the Ministry of Agriculture (MoA) about the continued status of gender issues in DAE;
- A DAE gender logo was developed and distributed among DAE members;
- Messages related to gender issues were prepared and aired through Farm Broadcast Unit and
- DAE is a partner in the Organisation of Professional Women in Extension and Research (POWER).



Mainstreaming Environment

- The department ran 4426 activities on integrated pest management (IPM), green manuring, tree planting, soil health, organic insecticides and eco-village development during the strategic plan period;
- An Eco-team module was also developed for DAE upazila level staff, whilst ATI staff were trained in organic farming;
- DAE prepared the policy on Integrated Pest Management (IPM) in 2002
- Six workshops and seminars were held on 'environment and agriculture' to identify existing and new issues regarding environmental degradation and pollution and to find out solutions;
- Environment logo was developed and distributed;
- Environment policy and legislation were reviewed to support mainstreaming of environmental issues in extension programmes and
- Under some projects, such as SAIP, DAE has been supporting the development of Eco-villages.

Human Resource Management

- A Revised Training Approach (RTA) and DAE Training Policy were developed during 2001 to bring all training activities of all projects and wings under a common and co-ordinates programme and management system, based upon real training needs;

- Communication skills training courses were provided to 10,500 Block Supervisors;
- DAE also provided computer training, training of trainer and teaching technology courses to Agricultural Training Institute (ATI) instructors at home and abroad;
- DAE created opportunities to offer MS (120) and Ph. D (25) degree programmes to young and mid-level officers of the department locally and overseas and
- Draft Job descriptions for DAE H/Q officers were prepared.

Information System Development

- DAE set up a personnel database for all DAE officers and staff and established a management information unit equipped with computer and fax facilities up to region and district offices;
- Supporting staff and officers were trained to use computer facilities for rapid transfer of data and information;
- E-mail facilities were made available in headquarters;
- Computer training centers were established in Khamarbari and at CERDI and
- DAE has set up its web-site (www.daebd.org).



Weaknesses

The previous strategic plan was highly ambitious with too many objectives. Many objectives were not achievable during the strategic plan period. Many activities initiated by different working groups did not continue. The activities of working groups stopped as soon as support from the ASIRP project ceased. As a result, satisfactory implementation was not achieved. Some of the weaknesses are mentioned below:

- Complete fulfillment of the strategic objectives depended on many different activities which were not carried out in a coordinated way by all extension providers;
- ASSP and ASIRP supported the preparation of the Strategic Plan 1999-2002, and as a result many people did not perceive it as a DAE document. True ownership of the strategic plan was a major concern. Commitment from DAE central managers was not strong enough to implement the plan;
- Inadequate communication between and within DAE about the nature and significance of the strategic plan;
- During the last strategic plan period DAE had about 35 projects with different aims and objectives and operational procedures. Some of them were planned prior to SP and therefore did not reflect the objectives of the DAE SP;
- Most of the DAE projects and Wings could not follow the principles of Revised Extension Approach (REA) fully especially decentralised planning system;
- Inadequate monitoring by EPICC on the implementation progress of the NAEP;
- Support from top managers of different extension providers was insufficient to implement the NAEP effectively;
- Visionary leadership within DAE has been insufficient in making the cultural change in moving to partnership and achieving the DAE mission;
- Commitment and accountability were not enough among stakeholders;
- The DAE management committee has not led in its crucial role in establishing and implementing a strategy to achieve the DAE mission. Leaders and members of its working groups must be fully committed to active involvement in the strategy;
- Inadequate extension monitoring and evaluation system on the implementation of the strategic plan;
- Partnerships have been funding driven and a true partnership spirit is yet to develop. Partnership has been contractual rather than a part of normal business and
- Despite the process followed during preparation and implementation of the last Strategic Plan, a number of key issues were avoided -such as the organisational Structure of DAE, staff motivation and logistics support.

