



The Department of Agricultural Extension

STRATEGIC PLAN

2002 - 2006





Message

Minister

Ministry of Agriculture

Government of the People's Republic of Bangladesh

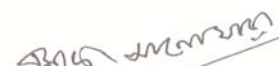
Bangladesh have gained a significant achievement in the agricultural sector, specially in food production. The attainment of near self sufficiency in food grain has stabilized the economy of the country and thereby has paved the way of growth and development of the other sectors. But feeding the extra millions in the coming years will be a challenge under a backdrop scenario of decreasing land man ratio.

Many government and non-government organizations including the private sector, assist the farming community by supplying inputs, production technologies and post harvest logistics. Being a government agency and also being the largest extension service provider in the country, Department of Agricultural Extension (DAE) has a distinct role to play in this process of agricultural development.

To meet the challenge of the coming decades DAE urgently needs reforms both in its service delivery approach as well as in its organizational structure. It has to provide effective and efficient extension services with a view to reduce poverty and increase agricultural production. And it gives me pleasure to know that DAE is quite aware of it. To bring further reforms within the organization DAE has produced its 2nd Strategic Plan for the period 2002-2006. The most important challenge before the Extension workers is to narrow the gap between the field trials and the farmers' output.

The objectives of the Strategic Plan 2002-2006 clearly define what should be done in future for maintaining the present trend of increased agricultural production. It has been explained that agriculture from its present status of an occupation of subsistence should be transformed to an occupation of agribusiness and commercialization. It is my hope DAE people have the commitment and also the ability to do the job.

The Ministry of Agriculture will extend full supports in implementing this Strategic Plan. I wish them a grand success.


(M. K. Anwar, MP)



Message

State Minister **Ministry of Agriculture** Government of the People's Republic of Bangladesh

It is a great pleasure for me to know that DAE has produced its Strategic Plan for the period 2002-2006. This plan will definitely guide DAE to achieve its mission by providing needs based services to all categories of farmers, landless, marginal, small, medium and large, women and unemployed youths.

Changes in the agricultural sector through infusion of new technologies, appropriate to needs of farmers should always be a regular process. DAE, as the largest government extension service provider in the country has a big responsibility in this process of technology transfer.

It is my sincere desire that an equal amount of energy and commitment put in developing this plan is put in its implementation.

I wish a successful implementation of this Strategic Plan and congratulate all for the production of the same.

Mirza Fakhrul Islam Alamgir



Foreward

Secretary

Ministry of Agriculture

Government of the People's Republic of Bangladesh

The DAE Strategic plan, 2002-2006 is an important document in implementing the New Agricultural Extension Policy. It clearly states the very challenging tasks that DAE will need to perform during the strategic plan period. It is hoped that successful implementation of this plan will place DAE at the forefront of the public sector development services. I am sure that many partner agencies will be watching DAE activities carefully and will be more collaborative with a spirit of working together.

I assure my full support of the ministry for its implementation and convey my thanks to all who worked very hard in the preparation of this plan.

A handwritten signature in blue ink, reading 'Ayub Quadri'.

Ayub Quadri



Preface

Director General Department of Agricultural Extension

The Department of Agricultural Extension (DAE) was reformed for the last time in 1982. More than twenty years in the meantime, have passed. And many things within and around DAE have also changed. More changes are to come in the coming years.

Being a Government agency and also being the largest extension service provider in the country, DAE has a distinct role to play to implement the NAEP. In order to provide effective and efficient extension services to all categories of farmer for increasing agricultural production and reducing poverty DAE needs to bring further reforms in its service delivery approach and organizational structure. With this end in view the 2nd Strategic Plan 2002-2006 is developed. Implementation of the Strategic Plan within the planned period is a real challenge for DAE. And it is the responsibility of each and every staff of DAE to show their commitment for doing the task.

Development of this document was a hard job indeed. Its implementation will be harder but not impossible if we are sincere and dedicated. I am confident that we have that ability also.

Finally I express my deep gratitude to all the members of the Working Group for developing such an important document for DAE.


(Emdadul Haque Khandaker)



Acknowledgement

DAE's ultimate goal is the DAE's Mission Statement. To achieve this goal DAE needs to have changes in its service delivery approaches and reforms in its organizational structure in line with the NAEP.

Defined policy guidelines can drive DAE to change its strategic position from where it is now to where it wants to go. The first attempt was the DAE Strategic Plan 1999-2002. Achievements and weaknesses of the first Strategic Plan were good learning for DAE to develop this Strategic Plan 2002-2006.

Hard work has been done in preparing this strategic plan. A good number of Government documents related to poverty reduction, gender, partnership building, Local Government Reform, New Agricultural Extension Policy, National Agriculture Policy and its associated Plan of Action, and many publications on growth and development of agriculture have been consulted. The main focus is on providing effective and efficient extension services by DAE and other partners for reducing poverty and increasing agricultural productions.

We feel very much grateful to all the members of the Strategic Plan Working Group and Drafting Group for their tireless efforts in producing this document. Special thanks and sincere appreciation are due to Dr. ANM Waliullah, PPS, Dr. Shaharuk Ahmed, DD, CDP and Dr. Ferdousi Begum, AAO, DAE for their hard works in the process of preparation of this Strategic Plan 2002-2006.

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C O N T E N T S

Message from the Ministers

Foreword

Preface

Acknowledgement

Contribution

Contents

List of Acronyms

Executive Summary

Chapter 1	Agriculture in Bangladesh: Strategic Facts and Trends	1
Chapter 2	Policy Framework for Strategic Plan 2002-2006	3
Chapter 3	The Role of DAE	4
Chapter 4	Review of Strategic Plan 1999-2002	5
	Achievement	5
	Weaknesses	8
Chapter 5	General Objectives for Strategic Plan 2002-2006	9
	Increase agricultural productivity	10
	Food Security	10
	Input and Credit Support	10
	Crop Diversification	10
	Appropriate Land Use	11
	Soil Health Improvement	11
	Sustainable Agriculture and Environment	12
	Commercialization	12
	Opportunities for the Non-farm Economy in Agriculture Development	13
	Provide Pro-poor Services	13
	Poverty Reduction as a Priority	13
	Targeting	14
	Gender awareness: Women in Agriculture	15
	Farmers Charter	15



CONTENTS

Develop Partnership & Links with Local Government	15
Develop DAE as an Effective Institution for Providing Quality and Quantity Services	16
Redistribution of Non-Technical Staff	17
Cash Crops and Food Crops Wing	17
Plant Protection Wing	19
Field Services Wing	19
Training Wing	20
Administration and Personnel Wing	20
Planning and Evaluation Wing	20
Project Implementation Wing	21
Finance, Audit and Account Section	21
Water Management and Agricultural Engineering Wing	21
Resource Center	22
Human Resources Development	23
Information Technology	23
Human Resources Management	24
Leadership Development	24
Accountability	24
Moving from Project to Programme	25
Strengthening DAE's Mass Media and Marketing Information System	25
Develop Performance Measurement	26
Development of Uniform Monitoring & Evaluation System	26
Reliable Database	26
Objectives and Mechanism to Review Strategic Plan 2002-2006	27
Implementation Strategy of the DAE Strategic Plan	28
List of Tables:	
Table 1: Farm Size Structure of Bangladesh	2
Table 2: Revenue Budget	29
Table 3: Development Budget	30
Appendices:	
Appendix 1: Medium Term Expenditure Framework	29
Appendix 2: Development Budget	30
Appendix 3: References	31



List of Acronyms

ADAE	Additional Director of Agricultural Extension
ADIP	Agricultural Diversification and Intensification Project
ADP	Annual Development programme
AIS	Agricultural Information Service
ARC	Agricultural Reform Commission
ASIRP	Agricultural Services Innovation and Reform Project
ASSP	Agricultural Support Services Project
ATC	Agricultural Technical Committee
ATI	Agricultural Training Institute
BBS	Bangladesh Bureau of Statistics
BS	Block Supervisor
CDP	Crop Diversification Project
CERDI	Central Extension Resources Development Institute
DAE	Department of Agricultural Extension
DAEPC	District Agricultural Extension Planning Committee
DAM	Department of Agricultural Marketing
DG	Director General
DLS	Department of Livestock Services
DOF	Department of Forest
DTO	District Training Officer
EPICC	Extension Policy Implementation Co-ordination Committee
EPS	Extension Planning System
ESS	Extension Services Survey
FFS	Farmer Field School
FLE	Farmer Led Extension
GO	Government Organization
HRD	Human Resource Development
HRM	Human Resource Management
HTC	Horticultural Training Centre
IFAD	International Fund for Agricultural Development
IPM	Integrated Pest Management
IT	Information Technology
LG	Local Government
MIS	Management Information System
MoA	Ministry of Agriculture
NAEP	New Agricultural Extension Policy
NAP	National Agricultural Policy
NAP/PoA	National Agriculture Policy Plan of Action
NATCC	National Agricultural Technical Co-ordination Committee
NCDP	Northwest Crop Diversification Project
NGO	Non-Government Organisation
PIF	Partnership Initiative Fund
PRSP	Poverty Reduction Strategy Paper
REA	Revised Extension Approach
SAIP	Smallholder Agricultural Improvement Project
SPFS	Special Programme for Food Security
UAECC	Upazila Agricultural Extension Co-ordination Committee
UAO	Upazila Agricultural Officer
UFO	Upazila Fishery Officer
ULO	Upazila Livestock Officer
UP	Union Parishad
WID	Women in Development



Executive Summary

The Department of Agricultural Extension (DAE) is the largest extension service provider in Bangladesh, and has considerable human and financial resources. It is therefore important to ensure that the Department employs these resources strategically to offer the best opportunities for facilitating agricultural growth and development.

The Department has completed the implementation period of its first Strategic Plan (1999-2002), and learnt much from the process. This Strategic Plan (2002-2006) is a bold attempt to shape a new future for the Department as it enters the 21st century.

The Strategic Plan is designed to support the entire policy framework of the Government of Bangladesh, including the National Agriculture Policy; National Rural Development Policy; National Strategy for Economic Growth, Poverty Reduction and Social Development (i-PRSP) and the New Agricultural Extension Policy (NAEP).

The Strategic Plan has been framed on five objectives as mentioned below:

Increase Agricultural Productivity

The Government recognizes that agriculture as a key driving force of development in Bangladesh. The core function of the Department is to facilitate increases in agricultural productivity. In particular, the Department will pay attention to ensuring food security; facilitating input supply; diversification of cropping; promoting appropriate land use; facilitating sustainable agriculture and environmental management; commercialization; and providing non-farm based agricultural opportunities for the poor. Significantly, although in the past, the Department has provided services related primarily to crops, it will now provide a whole farm service in partnership with other organisations and local government.

Provide Pro-poor Services

Poverty is the key development challenge in Bangladesh. The Department recognizes that it can play a role in poverty reduction through agricultural development. The Department will prioritize agricultural development opportunities that can have an impact on poverty. As such, programmes will be targeted at special geographical areas (such as hills, chars, haors and beels) and for special needs groups (such as landless and marginal farmers, women and the rural youth). The Department will also ensure that all farmers are fully aware of the services to which they are entitled, in an effort to stimulate further demand for Departmental services.



Strengthen Partnership and Links with Local Government

The central theme of the Government of Bangladesh policy framework is strong local government as an enabling environment for people centered and pro-poor service delivery. The Department therefore wishes to align its service delivery with local government, particularly at the Union level. Block Supervisors will be allocated to work in Unions. The Department will continue to work in partnership with other service providers (government, non-government, community based, private sector, research agencies and educational institutions) but will seek to do this through the local government framework.

Develop DAE as an Effective Institution to Provide Quality and Quantity Services

The Department recognizes that its structure needs to be reorganized in order to concentrate on the core function of the delivery of agricultural advice. Unimportant posts will be restructured; the Food Crops Wing will be developed into a Horticulture Development Wing; the Cash Crops Wing will be developed into a Crops Wing with core responsibility for research-extension linkage. Moves will be made to bring the Agricultural Information Service and Department of Agricultural Marketing under the DAE umbrella. Planning and Evaluation Wing and Finance, Audits and Accounts Section will be strengthened. The Department will examine the role of the Central Extension Resources Development Institute and will take necessary action for improving its capability and reducing dependency on DAE for fund. Similarly, a long-term plan will be undertaken for ensuring the full utilization of existing Horticultural centers by restructuring and providing specialized service to them. Field staff will be redistributed to ensure a focus on the Union, and a focus on disadvantaged areas. Resource Centres will be established in partnership with local government and other agencies. The Department will further emphasize the use of mass media as a means of increasing the availability of agricultural information. Overall, the Department wishes to move towards a programmatic approach to extension.

Develop Performance Measurement

Measuring the impact of extension service is notoriously difficult. The Department feels it has made a significant contribution to agricultural development in Bangladesh, but is unable to provide evidence of this. This is a serious weakness. As such, the Department will introduce a streamlined performance measurement system. The Department wishes to introduce a unified M & E system with simple and few indicators that will reflect the performance of extension services. In addition, this Strategic Plan will be monitored and evaluated on the basis of specific indicators.



Goal of the NAEP

Encourage the various partners and agencies within the national agricultural extension system to provide efficient and effective services which complement and reinforce each other, in an effort to increase the efficiency and productivity of agriculture in Bangladesh.

Components of the NAEP:

- * extension support to all categories of farmer;
- * efficient extension services;
- * decentralisation;
- * demand-led extension;
- * working with groups of all kinds;
- * strengthened extension-research linkage;
- * training of extension personnel;
- * appropriate extension methodology;
- * integrated extension support to farmers;
- * co-ordinated extension activities;
- * integrated environmental support.

Five key principles of REA:

- * Decentralisation;
- * Responsiveness to farmers needs;
- * Working with groups;
- * Targeting;
- * Using a range of extension methods.

Agriculture in Bangladesh: Strategic Facts and Trends



Bangladesh has made significant gains in agricultural development since independence in 1971, doubling food grain production, and attaining food self sufficiency in recent years (1999-2001). This has been largely due to improved productivity as a result of the use of better seed and fertilizer management, deregulation of irrigation and also due to effective agricultural extension services.

Crop yields have grown at 2.2 per cent per year, marginally above the 2.1 per cent per year requirement to offset population growth, which is currently 1.5 per cent per year. In terms of actual yield, the average for cereals rose from 1.12 tons per hectare in 1970/1971 to 2.25 tons per hectare in 1999/2000. There has been a significant shift in rice crop production away from high land aus and low land aman towards irrigated winter season boro.

Total food grain production rose from just under 15 million tons in 1981 to around 25 million tons in 2001, with an associated decline in real wholesale rice prices. Nonetheless, total land productivity has risen from Tk 15,600 per hectare per year in 1984/1985 to Tk 21,400 in 1998/1999.

The contribution of agriculture to Gross Domestic Product (GDP) is declining in line with economic diversification, falling to 25.2 per cent in 2000. Likewise, the crop share of agricultural GDP is also declining as agriculture itself diversifies. As of 2000-2001, crops contributed 56 per cent of agricultural GDP, livestock 12 per cent, fisheries 24 per cent and forestry 8 per cent. By the year 2020 the contribution of the crop sector is expected to fall to 47 per cent. In comparison, the rural non-farm sector is growing rapidly, now accounting for 52 per cent of primary occupations and over 36 per cent of total GDP. Rural livelihoods are becoming increasingly diverse, and agricultural development needs to take advantage of diversified opportunities across the whole farm and non-farm sectors.

Although agriculture has become more productive and diverse, farm sizes are becoming smaller. Marginal and small farms have increased by 2.8 per cent per year, while the number of medium and large farms has declined. By the year 2015, the average farm size in Bangladesh will be 0.34 hectares, just in the marginal category. Over 20 per cent of the population are now absolutely landless, and a further 58 per cent are functionally landless. Table 1 shows the current situation with respect to farm sizes, poverty, operated area and numbers of households.



Table 1: Farm Size Structure of Bangladesh

Farm Size(Acres)	Number (million) and Percentage of Households *	Proportion of Operated Area* (%)	Incidence of Rural Poverty (%)**
Landless (0.00 to 0.49)	9.39 (52.65)	4.50	64
Marginal (0.50 to 1.49)	4.19 (23.53)	18.50	44
Small (1.50 to 2.49)	1.87 (10.50)	18.20	34
Medium (2.50 to 7.49)	2.08 (11.65)	42.40	25
Large (Over 7.50)	0.30 (1.67)	16.40	16
Total	17.83 (100)	100.00	45

Source: * Bangladesh Bureau of Statistics (1996) and

** Bangladesh Institute of Development Studies (2001)

Poverty cuts across families of all farm sizes. There are thought to be a total of over 4 million households categorised as the **hardcore poor** for whom access to services from the government or non-government sectors has proven virtually impossible. Over 15 per cent of households are female headed and more likely to fall into the hardcore poor category, whilst comprising a third to a quarter of landless and marginal households.

Nonetheless, some 90 per cent of the population are directly or indirectly engaged in agriculture, whilst agriculture is also a key driving force for rural non-farm development. As such, agriculture has contributed to the decreased incidence of poverty in the country, though far more can and should be done, particularly with respect to the hardcore poor. In order to halve total national poverty by 2015, annual total GDP growth must be about 7 per cent per year for the next 15 years. Agricultural development must make sure that it contributes to this requirement, and pro-poor services are increasingly important.

In addition to contributing to poverty reduction, agriculture will also need to keep pace with increases in both total population and urbanization. The current population in 2001 of around 129.25 million is expected to rise to 136.57 million in 2005, whilst the current level of urbanization of around 23 per cent is expected to rise to 40 per cent by 2020. Agricultural productivity remains a priority.

Commercialization is increasing; in the 1960s, only 15 per cent of rice produced were sold,

compared to a current 50 per cent for all farm categories. However, agricultural exports remain low at 10.4 per cent of total exports in 1998. Wherever there are opportunities to increase commercialization and exports, particularly of diversified products, these should be taken.



During the latter part of the 1990s, agricultural growth registered over 4 per cent per year. Targets of around 5 or even 6 per cent growth should be attainable as long as advantage is taken of all opportunities, particularly in the non-crops sector, which has a comparative advantage in poverty reduction as it is less land intensive. Cereal growth of only 2 per cent per year until 2006 will be sufficient to meet demand, whilst growth of fruit, meat and eggs needs to be around 6 per cent per year until 2006. The Department of Agricultural Extension intends to contribute to these targets, and presents the following strategy as a means of contributing to greater agricultural productivity and poverty reduction.

