



Report on the Capacity Needs Assessment of Extension and Advisory Service (EAS) Providers in Odisha



International Rice Research Institute (IRRI)

Centre for Research on Innovation and Science Policy (CRISP)

ICAR-Central Institute for Women in Agriculture (CIWA)

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IRRI (The International Rice Research Institute) is the world's premier research organization dedicated to reducing poverty and hunger through rice science; improving the health and welfare of rice farmers and consumers; and protecting the rice-growing environment for future generations. The institute, headquartered in Los Baños, Philippines, has offices in 17 rice-growing countries in Asia and Africa (www.irri.org).

CRISP (The Centre for Research on Innovation and Science Policy) is a non-profit research organization engaged in research and capacity development on Agricultural and Rural Innovation with a special focus on Extension and Advisory Services. It also hosts the Secretariat of the Agricultural Extension in South Asia (AESAN) Network (www.aesagfrs.net) and is based in Hyderabad, India (www.crispindia.org).

ICAR-CIWA (ICAR-Central Institute for Women in Agriculture) is an institution under the Indian Council of Agricultural Research exclusively devoted to gender related research in agriculture. It focuses on participatory action research in different technology-based thematic areas involving farm women to make farm technologies suitable for them and is based in Bhubaneswar, Odisha, India (www.icar-ciwa.org.in).

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1 CONTEXT

Agriculture plays a very crucial role in the overall development and transformation of Odisha. “Covering 35 percent of geographical area as the net cropped area and dependence of more than 60 percent of the State’s workforce on it for their sustenance, agriculture in Odisha is the sector that is closely connected to the welfare of the citizens. This is reinforced by a sectoral share of about 20 percent in total Gross State Domestic Product (GSDP) of the State. The State Government is keen to increase agricultural production and raise productivity through improved land and water management, scientific rain-fed agricultural techniques, well functioning (*sic*) agricultural markets, application of better technology, higher public and private investments and effective implementation of ongoing programmes in agriculture and allied sectors.” (Government of Odisha (GoO) 2018¹)

Extension and Advisory Services (EAS) are critical for agricultural transformation as they help farmers and the rural community to enhance their technical, organizational and managerial skills to better identify practical solutions to the challenges they face in farming and other rural vocations (Box 1).

Box 1: What is EAS?

Extension and Advisory Services (EAS) consists of all the different activities that provide information and services that are needed and demanded by farmers and other actors in rural settings to assist them in developing their own technical, organizational, and managerial skills and practices so as to improve their livelihoods and well-being. It recognizes the diversity of actors in extension and advisory provision (public, private, civil society); much broadened support to rural communities (beyond technology and information sharing) including advice related to farm, organizational and business management; and facilitation and brokerage in rural development and value chains.

Source: (GFRAS 2012)²

With farmers facing new challenges, EAS should have the necessary capacities to support farmers to deal with these changes. “Agriculture sector in Odisha faces several challenges like low productivity, low investment, low returns, severe losses due to natural calamities, fluctuating supply of inputs like quality seeds, fertilizer, irrigation and credit, lack of reliable insurance cover, lack of facilities for post-harvest management and marketing, etc” (DoA 2016).³ The State Level Task Force on Agriculture Development of the Department of Agriculture, Odisha (2015)⁴ noted that “due to the changing face of agriculture, farmers have to make a number of complex decisions. Some of these are as follows.

- Strategy to change farming system (e.g. diversifying from crop production to mixed farming);

¹GoO. (2018.) Odisha Economic Survey 2017-18. Planning and Convergence Department, Directorate of Economics and Statistics, Government of Odisha. http://pc.odisha.gov.in/Download/Economic_Survey_2017-18.pdf

²GFRAS. (2012.) The New Extensionist: Roles, Strategies, and Capacities to Strengthen Extension and Advisory Services (RV Sulaiman and K Davis, eds.). Global Forum for Rural Advisory Services, Switzerland. <http://www.g-fras.org/en/knowledge/gfras-publications.html?download=126:the-new-extensionist-position-paper>

³DoA. (2016.) Activity Report of Department of Agriculture and Farmers’ Empowerment during 2016-17; and Programmes for 2017-18. Department of Agriculture and Farmers’ Empowerment, Odisha. <http://agriodisha.nic.in/content/pdf/activity%20report%202016-17.pdf>

⁴DoA. (2015.) Rejuvenation of Agriculture, Recommendations of State Level Task Force on Agriculture Development. Department of Odisha, Government of Odisha. http://niti.gov.in/writereaddata/files/Odisha_Report_0.pdf

- Identification of products for which there is good demand in the market;
- Taking collective decisions on resource use and marketing;
- Quick availability of relevant and reliable information.”

The same report argued that “as the agricultural sector is gradually segregating into two different segments - commercial and subsistence, the extension system will have to adopt different working models and the Extension machinery needs to be strengthened through retraining and retooling of existing extension personnel”. The State Agricultural Policy (GoO 2013⁵) also noted that “the extension system has to undergo a substantial change in its outlook”.

The International Rice Research Institute (IRRI) has been working with Odisha’s Department of Agriculture for almost one decade. “The collaboration has resulted in the promotion and dissemination of climate-resilient technologies and high-yielding modern rice varieties to improve and stabilize the productivity of the state’s stress-prone areas. The Odisha-IRRI program is a landmark initiative that, among others, is looking at strengthening the seed system, rice crop management, capacity building, and crop monitoring using remote sensing to develop crop insurance. IRRI is keen to work with the Government of Odisha in strengthening the capacities of EAS providers in the state so that EAS contributes more effectively to Odisha’s agricultural transformation.

Keeping these in view, it was decided to organize a two-day capacity needs assessment workshop with key extension stakeholders in Odisha in 2018, so as to help identify the most critical capacity needs that constrain EAS and help IRRI to organize better capacity development programmes that address these needs/gaps.

2 PROCESSES

2.1 WORKSHOP

The Centre for Research on Innovation and Science Policy (CRISP) organized a workshop on ‘Capacity Needs Assessment for EAS in Odisha’ in collaboration with the International Rice Research Institute (IRRI) and the ICAR-Central Institute for Women in Agriculture (CIWA) from 3 to 4 July 2018, at Bhubaneswar with the following objectives:

1. Identify capacity gaps among EAS providers;
2. Develop a strategy for addressing these capacity gaps.

Thirty-three (33) participants representing over thirteen (13) organizations with diverse backgrounds and experiences across sectors in EAS delivery participated in this workshop. Annexure 2 has the list of participants.

⁵GoO. (2013.) State Agriculture Policy. Department of Agriculture, Government of Odisha.
http://agriodisha.nic.in/content/pdf/State_Agriculture_Policy_2013_e.pdf

3 OUTPUTS

CAPACITY NEEDS

The workshop identified the capacity needs of EAS providers at the individual and organizational level. These are presented below.

3.1 CAPACITIES REQUIRED AT FIELD LEVEL FOR EAS FUNCTIONARIES

As technical advisor

As technical advisors, EAS functionaries should have the latest knowledge pertaining to the life cycle of crops grown, animals/birds domesticated, and other livelihoods pursued by farmers in the blocks/districts where they are working. Field-level functionaries should also support development of master farmers in specific crops and enterprises in order to enhance farmer-to-farmer extension activities. They should also have knowledge of field-level data collection techniques so as to generate and share reliable data from the field to those at the district and state levels, especially to those who need these for monitoring as well as for new programme development.

Box 2: Strategies to strengthen capacities as a technical advisor

Capacities could be enhanced through the following activities:

- Organizing regular programmes – training, workshops, exposure visits and so on – to enhance knowledge and skills related to technical aspects through the existing training centres, such as Institute on Management of Agricultural Extension (IMAGE), Krishi Vigyan Kendras (KVKs), Regional Institute of Training on Extension (RITE), Directorate of Extension of Agricultural/Veterinary Universities, and other training centres at the district and state levels.
- Conduct evaluation tests for field-level EAS providers every year to assess their technical knowledge as well as their knowledge about the new schemes/programmes implemented in the field.
- Provision of award of excellence to the best performing EAS provider at the field level by concerned Departments.

As communicator

EAS providers have to develop different ways of fostering communication between relevant players in agriculture in order to enhance knowledge sharing, learning and ultimately innovation, in terms of practices and technologies. They should, thus, be able to facilitate flows of knowledge between relevant players in the system by making use of different methods and media. Communication skills need to be seen more as part of the wider facilitation skills called for to promote community mobilization, networking and partnership development. Information and Communication Technologies (ICTs) can play an important role in supporting EAS in providing timely and relevant advice to different stakeholders. For that they should have access to ICTs, resources to make use of the different ICT tools, and develop appropriate Information, Education and Communication (IEC) materials along with the necessary expertise in accessing relevant information and disseminating information through ICTs.

Box 3: Strategies to strengthen capacities as a communicator

Their capacities could be enhanced through the following activities:

- Organizing training on 'Facilitation for Development';
- Providing exposure to successful cases of effective application of ICTs;
- Providing resources to use these (data card, data plans, etc.) and impart training;
- Providing training on effective use of Information, Education and Communication materials (tablets, smart phones and other accessories, such as expert system, online package of practices) by EAS staff at the field level;
- Providing training to enhance written (e.g., writing for social media, designing text messages) and oral communication skills (delivering radio talks, development of videos, use of pictures/images, designing voice messages, etc.).

Market linkage establishment

EAS providers should help farmers to enhance their productivity by using sustainable and climate-smart production methods, and support farmers in organizing themselves to identify and engage with appropriate markets so as to improve their levels and consistency of income. In order to ensure that farmers are successful in improving their production systems and market performance, EAS providers must have a working knowledge of markets, agricultural marketing, agricultural value chains and value chain development.

Box 4: Strategies to strengthen capacities for market linkage establishment

Their capacities could be enhanced through the following activities:

- Upgrade skills on collection, analysis, interpretation and dissemination of market information using market intelligence and undertake value chain analysis
- Design and develop guidelines to organize Farmers' Interest Groups (FIGs) on commodity basis and building their capabilities with regard to management of their farm enterprises;
- Develop facilitation skills to link farmers with input suppliers, credit service providers, transporters, commodity buyers and processors across the value chain;
- Organize training for field level officials on post-harvest management aspects, including value addition, processing technologies, grading as well as certification and standards.

3.2 CAPACITIES REQUIRED AT MIDDLE LEVEL FOR EAS FUNCTIONARIES

Team building, leadership, management and liaising

Middle-level officers work very closely with field-level EAS functionaries and supervise their activities. Therefore they need capacities to build teams, lead the staff and enhance the capacities of their subordinates. They should also have the aptitude to organize Capacity Needs Assessment (CNA) of field-level functionaries and link the staff to appropriate capacity development interventions. They should possess ample soft skills for effective communication, facilitation, collaboration, and conflict management.

Box 5: Strategies to strengthen capacities for team building, leadership, management and liaising

Their capacities could be enhanced through the following activities:

- Organize Management Development Programmes (MDP) for the middle-level functionaries in order to develop/enhance their capacities in team building and provision of leadership;
- Develop their skills in undertaking CNA of their staff;

- Offer awards of excellence to best performing EAS providers at the middle level by the concerned Departments.

Planning, developing programmes and undertaking M&E (Monitoring and Evaluation)

Middle-level officials are often in charge of designing, implementing and evaluating EAS interventions; so to deliver relevant programmes, they should have the necessary expertise on participatory approaches to programme design. In other words, they should know how to develop programmes based on a bottom-up approach. They should also have skills in monitoring programmes, making mid-course corrections, undertaking contingency planning, etc. Furthermore, they should be able to use ICT applications such as Geographical Information Systems (GIS), use of relevant databases, collection and use of field level data, and designing micro-level studies that can support planning.

Box 6: Strategies to strengthen capacities for planning, developing programmes and undertaking M&E (Monitoring and Evaluation)

Their capacities could be enhanced through the following activities:

- Organizing training programmes in planning and monitoring extension programmes, including participatory approaches to programme design;
- Providing training to conduct impact evaluation of different schemes and programmes implemented at the field level;
- Designing guidelines to select the correct knowledgeable person in the planning team for various schemes/programmes;
- Developing training programmes on undertaking socio-economic investigations (field level data collection, statistical analysis, etc.) and use of ICTs in designing and monitoring programmes;
- Organizing monthly interface with senior officials of respective organizations (to explore and build joint/complementary activities around specific interventions), and organizing monthly interface meetings with all the EAS providers at the field level (to familiarize the staff on new programmes, new guidelines, etc.).

Convergence, networking, co-ordination and partnership development

EAS personnel at the middle level should have more of networking, coordination and partnering skills and they need support in identifying the different agencies and organizations working in their area. Ideally they should have access to a database on different EAS providers and their programmes. They also need support in identifying areas for collaboration, developing Memorandums of Understanding (MoUs), access to guidelines on fund sharing and fund flows, and documents that present good practices on partnership management. They also need training on developing convergence (building synergies between inter-sectoral programmes dealing with similar issues and similar regions/communities).

Box 7: Strategies to strengthen capacities for convergence, networking, co-ordination and partnership development

Their capacities could be enhanced through the following activities:

- Developing (locally relevant) database on priorities and programme area of different actors in a geographic region (say, a district);
- Training on identifying and promoting convergence and collaboration based on real case studies;
- Developing good practices in convergences and collaboration;
- Issuing guidelines on promoting collaborative work;

- Organizing face-to-face meetings of key stakeholders at regular intervals;
- Coming up with a clear mandate at the organizational level to be able to try and build capacities.

3.3 CAPACITIES REQUIRED AT SENIOR LEVEL FOR EAS FUNCTIONARIES

Visioning, goal setting, decision making skills, team building, leadership and mentoring

Senior officials should have capacities for visioning (the action of developing a plan, goal, or vision for the future) and should be able to plan different approaches suited to varied scenarios/situations that may emerge. They need capacities to build teams, lead the staff, and enhance the capacities of their subordinates. They should have the abilities to identify the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of different scenarios/options, and design solutions that are appropriate to each of these scenarios. They should also be able to think through the input-output-outcome-impact pathways, and be able to use tools such as logical frameworks, and also have skills related to financial management.

Box 8: Strategies to strengthen capacities for visioning, goal setting, decision making skills, team building, leadership and mentoring

Their capacities could be enhanced through the following activities:

- Organizing Executive Leadership Training Programmes (at national and global levels);
- Deputing/Sponsoring their participation in national and international training programmes meant for senior executives that inculcate/strengthen many of these capacities;
- Organizing regular interactions (experience and knowledge sharing) among senior officials so that they could learn from experiences of others in these areas;
- Organize international training for senior level managers to develop their perspectives on global developments in extension science and experiences with extension reforms in different countries.

Monitoring and Evaluation

Senior officials should have the ability to give direction and make decisions, formulate policies and plans and monitor/supervise the implementation of the formulated policies and plans.

Box 9: Strategies to strengthen capacities for monitoring and evaluation

Their capacities could be enhanced through the following activities:

- Organizing training programmes in planning and monitoring extension programmes, including participatory approaches to programme design;
- Hiring consultants who can work with the senior management and provide strategic advice on planning, implementing and evaluating programmes;
- Developing training programmes on undertaking socio-economic investigations (field level data collection, statistical analysis, etc.) and use of ICTs in designing and monitoring programmes.

Policy development and engaging in policy advocacy

Senior officials should have the necessary competence to influence policy makers and to influence/shape the enabling environment around EAS so that it can better contribute to the effectiveness of the Agricultural Innovation System (AIS), as well as shape policies for market development. They should be able to appreciate the importance of evidence in influencing policies and should have capacities to generate the type of evidence that support appropriate policy changes. They should also have effective communication (written, oral, presentational)

skills to influence the policy process and to work as part of inter-departmental and inter-ministerial, multi-stakeholder platforms.

Box 10: Strategies to strengthen capacities for policy development and engaging in policy advocacy

Their capacities could be enhanced through the following activities:

- Developing modules, guidelines and organizing training programmes on advocacy and influencing policy;
- Developing case studies on successful examples of influencing policies;
- Organizing training on enhancing policy- relevant communication.

3.4 CAPACITIES REQUIRED AT THE ORGANIZATIONAL LEVEL

Human Resource Management

Considering the different functions EAS has to perform, to remain relevant to the changing support needs of farmers it needs a broader range of specialization. It also needs a mix of generalists and specialists. To attract and retain relevant staff and to enhance their capacities on a continuous basis, organizations also need a strategic Human Resource Planning and Assessment system. One could use performance management as a tool for team building and motivation and have different kinds of rewards/appreciations, skill games/facilitation skills. Job rotation between cross-functional teams is another option to enhance skills on a broad range of tasks. Several national agencies have capacities to support EAS in this area and their services could be sought to enhance this capacity.

Box 11: Strategies to strengthen capacities for human resource management

Capacities could be enhanced through the following activities:

- Consider education/training in extension as an essential qualification for key extension positions;
- Develop standards to undertake performance-based evaluation of key extension functionaries;
- Consultations with external parties to review the performance of the organization;
- Organizing gender sensitivity training for the staff in the organization.

Adequate infrastructure, adequate logistics and resources to support EAS

The infrastructure and logistics of the organization should be so designed as to get the right people to do the right things at the right time. It should be able to maximize the EAS provider's performance by creating the ability, willingness and opportunity to achieve excellent performance.

Box 12: Strategies to strengthen adequate infrastructure, adequate logistics and resources to support EAS

Capacities could be enhanced through the following activities:

- Providing adequate financial support for travel allowances and other mobility of the extension functionaries;
- Impart training (ICT database, expert system) and access to ICT resources (data card, data plans) at minimal rate.

Leadership and mentorship, team spirit and team building with motivation

The organization should have the capacity to engage in consultations with its stakeholders. For instance, in the case of EAS it should have consultations with farmers, donors, investors, researchers, policy makers and other relevant actors in the AIS for this purpose. External consultants can add much value in organizing consultations, visioning exercises, and developing strategic documents that are critical for development and evaluation of vision, missions, and functions. Conducting such exercises away from the routine place of work (e.g., annual retreats for two days) would also enhance participation of all in such a process. At the organizational level EAS should possess capacities to build teams, lead the staff, and enhance the capacities of their subordinates. They need to assess the knowledge, skills, and experience of each member and what motivates them.

Box 13: Strategies to strengthen capacities for leadership and mentorship, team spirit and team building with motivation

Capacities could be enhanced through the following activities:

- Provision of awards and incentives based on performance of the extension functionaries;
- Consultation with external organizations/experts to impart training on new capacities of EAS functionaries;
- Develop feedback mechanism within the organization – on delegation, interpersonal interactions and performance of the staff.

The proceedings of the workshop are given in Annexure 1.

4 Annexures

4.1 Annexure 1: Proceedings of Workshop on 'Capacity Needs Assessment of Extension and Advisory Service Providers in Odisha', 3-4 July 2018

International Rice Research Institute (IRRI)
Centre for Research on Innovation and Science Policy (CRISP)
ICAR-Central Institute for Women in Agriculture (CIWA)

CONTEXT

Extension and Advisory Services (EAS) need new capacities at different levels to effectively deal with new and evolving challenges faced by rural communities. While the importance of developing new capacities among EAS providers is increasingly recognized, there is very little appreciation and acceptance on the need for a systematic Capacity Needs Assessment (CNA) to guide Capacity Development (CD) interventions. Undertaking CNA is, therefore, critical for organising appropriate CD interventions. CNA is a capacity-strengthening process in its own right, and this process is as important as the outcomes. While several approaches and tools on CNA exist, these are yet to be adapted and used in the context of EAS. Lack of a clearly articulated list of core competencies for EAS adversely affect the recruitment of new staff, the professional development of existing staff, as well as the quality of professional education in extension.

This workshop was organized to achieve the following two objectives:

1. Identify capacity gaps among EAS providers;
2. Develop a strategy for addressing these capacity gaps.

PROGRAMME

SESSION 1: INTRODUCTION

The meeting started with a very brief formal opening ceremony. Dr AK Panda, Senior Scientist, ICAR-CIWA welcomed the participants. This was followed by brief remarks from Dr Mukund Variar, State Co-ordinator, IRRI-Odisha Project, and Dr SK Srivastava, Director, ICAR-CIWA, and a one-minute self-introduction by each participant. This unique and short ice-breaking introduction helped participants to know each other, along with personal and/or their organization's role in EAS delivery in Odisha. The introductory session revealed that the participants represent over 13 organizations with diverse backgrounds and experiences across sectors in EAS delivery.

Dr Rasheed Sulaiman V (Director, CRISP) in his presentation introduced the context and the objectives of the workshop. His talk focused on the diversity of actors in EAS provision, the challenges EAS faces,



the importance of performing new tasks, and the need for new capacities at the individual, organizational, and systems/enabling environment level. However, to organize appropriate capacity development programmes, we need to undertake a systematic assessment of capacity needs, he argued. This introductory presentation set the background for the entire workshop.



SESSION 2: VISION MAPPING - FUNCTIONAL ASSESSMENT

This session started with a card exercise. The rationale behind this exercise was that before we explore new functions and new capacities, we should assess current functions being performed by different organizations engaged in EAS provision. A review of the displayed functions revealed that diverse jobs were being carried out in EAS delivery across the public, private and NGOs sectors.



This was followed by a presentation by Rasheed that focused on the new challenges before EAS and the new functions to be performed to address these challenges. This was followed by a group exercise.

The participants were divided into four groups and they discussed the current and new functions of EAS based on the following three questions:

1. Are the current functions performed by EAS adequate?
2. What are the other functions that have to be performed?
3. Why are these new functions not being performed/not performed effectively?



The outcomes from this exercise were presented by the facilitator selected by each group:

Table 1: Functional assessment of EAS providers

Group	Are the current functions performed by EAS adequate?	What are the other functions that have to be performed?	Why are these new functions not being performed/not performed effectively?
Group 1	Not adequate	<ol style="list-style-type: none"> 1. Policy advocacy for value chain activity 2. Gap assessment in marketing and production 3. Networking with other EAS providers 	<ol style="list-style-type: none"> 1. Involvement of all stakeholders in policy decisions 2. Lack of real-time assessment technologies
Group 2	Inadequate	<ol style="list-style-type: none"> 1. Need assessment 2. Bottom-up approach 3. Timely execution of extension services 4. Single window advisory services 5. Use of ICT for doorstep advisory services 	<ol style="list-style-type: none"> 1. Unavailability of field level expertise in human resources 2. Discontinuance of previous extension system 3. Fixed mandates of respective institutions 4. Digital illiteracy 5. Delayed decision making
Group 3	Not adequate	<ol style="list-style-type: none"> 1. Market-based extension 2. Formation of FPOs and CB 3. Infrastructure – storage, value addition 4. Coordination among different departments, NGOs & private sectors 5. Public-private partnership, contract farming 6. Capacity building on climate change adaption at all levels 7. Capacity building of women and youth 	<ol style="list-style-type: none"> 1. Lack of proper policy/common platform 2. Lack of political will 3. Proper monitoring/evaluation mechanism 4. Agro-based enterprises
Group 4	Not adequate	<ol style="list-style-type: none"> 1. Business plan development 2. Value chain orientation 3. Demand gap analysis 4. Convergence 5. Monitoring & Evaluation 6. Organisational mapping & gap analysis 7. Information process 8. Need-based extension 9. Impact-led extension 10. Market-led extension 11. Value chain extension 	<ol style="list-style-type: none"> 1. Bottom to top planning 2. Over-emphasis on production aspects

The presentations were followed by group discussions.

Introduction to the 'New Extensionist'

Rasheed, while presenting the essence of 'The New Extensionist: Roles, Strategies and Capacities to Strengthen EAS,' summarized the new capacities needed at different levels. This was followed by a group discussion on the three levels of capacity development. The discussion highlighted the importance of technical (knowledge on new technologies/practices/standards/regulations) leadership, problem solving, partnership building, reflective learning, and brokering capacities among EAS providers at the individual level; along with the need for generalists and specialists in EAS provision. As all technical and functional capacities won't be found in one single individual/organization, emphasis needs to be placed on targeting capacity development in accordance with the nature of the task to be performed.



SESSION 3: INTRODUCTION TO CAPACITY DEVELOPMENT AND CAPACITY NEEDS ASSESSMENT

In two brief presentations, Nimisha Mittal (Programme Manager, CRISP) discussed the core concepts of competency, capacity, capacity development vs. training, capacity assessment; capacity needs assessment and types of capacities. The FAO and UNDP frameworks on capacity needs assessment were also discussed.

SESSION 4: CAPACITY NEEDS ASSESSMENT AT THE INDIVIDUAL LEVEL

Asset Mapping

Two exercises were conducted as part of this session.

The first exercise was conducted to assess existing capacities at the individual level. Three cards (in different colours) were provided to each participant (one for each level) and they were asked to list out existing capacities of extension staff in their organisations at three levels:

- field level – yellow card;
- middle management level – pink card;
- senior management level – orange card.

These existing capacities were sorted out by the participants on three flannel boards separately for field level, middle management level, and senior management level.

In the second exercise, the participants were divided into four groups and each group discussed the areas where new capacities are required. The groups also discussed some of the existing capacities that need to be strengthened at the same levels (field, middle management, and senior management) in EAS (irrespective of organisational affiliation). The identified functions were set up on the flannel boards by the four groups and from each group a facilitator presented the exercise outcome.

SESSION 5: CAPACITY NEEDS ASSESSMENT AT THE ORGANISATIONAL LEVEL

This session started with a presentation by Amulya K Khandai (Integrator, PRADAN) on good practices followed by PRADAN as an institution to regularly update skills of the various staff members, and how capacities were developed among newly-recruited staff to transform them into development professionals who offer a wide range of services to farmers.



Rasheed in his brief presentation introduced the new capacities called for at the organizational level:

- Institutions that enable sharing, interacting, learning;
- Strategic management functions;
- Structures and relationships;
- Processes, systems and procedures;
- Values, incentives/rewards;
- Human and financial resources;
- Infrastructure.

Appreciative Inquiry

In this session, through a paired-card exercise, individuals reflected on significant past achievements in their organisations in order to identify factors that led to success. Participants were paired, and each one interviewed the other to find out the organisational elements that contributed to success and recorded this in the cards. The identified success factors were then put up on the flannel boards by the individuals.



The participants were again divided into four groups with one facilitator in each group. Each group identified the desired capacities at organizational level and presented their findings.

SESSION 6: CAPACITY NEEDS ASSESSMENT AT THE ENABLING ENVIRONMENT LEVEL

Rasheed, in a brief presentation, introduced the new capacities required at the enabling environment level:

- Macroeconomic policies, incentives to increase production;
- Political commitment to agricultural development;
- Availability of policy framework;
- Capacity of policy-making bodies to adapt policies based on learning;
- Capacity and willingness of other actors to share resources and engage in joint action;
- Institutions that facilitate collaboration;
- Availability and access to inputs.

This was followed by a group discussion. Everyone agreed that a different set of participants is required at the higher level to assess capacity development needs at the enabling environment level. Moreover, those who can fairly represent different actors in the Agricultural Innovation System (AIS) are also important for a discussion on this topic as capacities needed at the enabling environment cut across different actors in AIS.

SESSION 7: STRENGTHENING CAPACITIES OF EAS IN ODISHA – PRIORITIES AND WAYS FORWARD

The capacity development needs at individual (field level, middle level, and senior level) and organizational levels identified by the four groups in the above sessions were summarized on four charts under the following heads:

- a) Capacity development needs of field level individual;
- b) Capacity development needs of middle level individual;
- c) Capacity development needs of senior level individual;
- d) Capacity development needs at organizational level

Dotmocracy -- Priority Setting on Capacity Development Needs

Dotmocracy is a facilitation method used to describe voting with dot stickers. Participants vote on their favourite options using a limited number of stickers. It works well with large groups (e.g., 20-30 participants), in situations when a quick 'read' of the group feelings are required and when participants are not able to engage in very rigorous and analytical ranking processes.

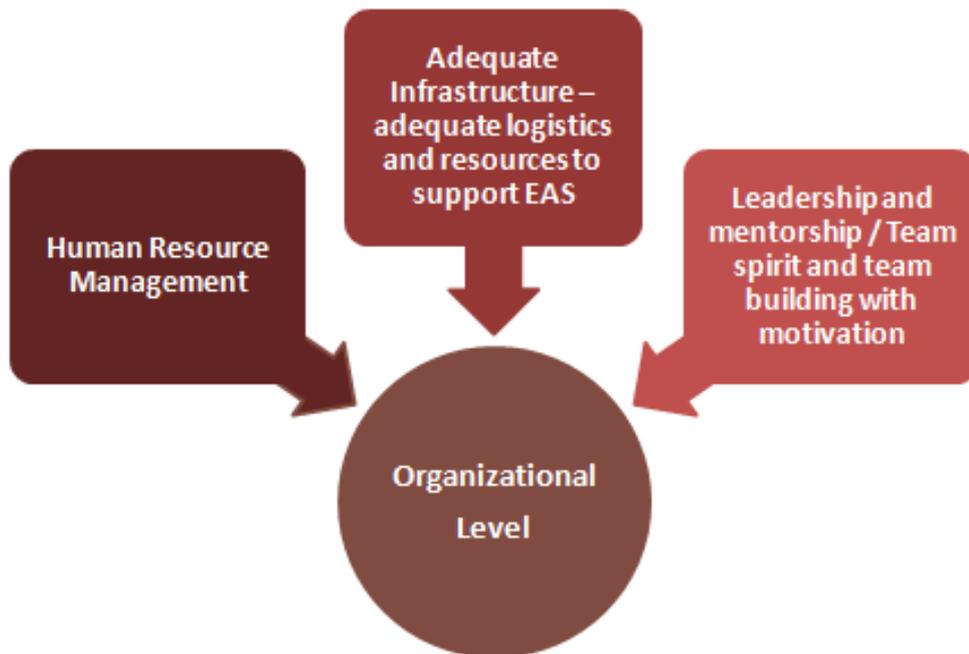


In this exercise, each participant was provided with three dots (red stickers) per chart and they were invited to place the dots on the top three priority capacity needs in each chart. Thus each participant placed three dots in all the four charts and prioritized the top three priority capacity development needs at the individual (field, middle, and senior) and the organizational level.

Fig. 1: Top priority capacity development areas at field, middle and senior level



Fig. 2: Top priority capacity development areas at the organizational level



SESSION 8: HOW DO WE BETTER ADDRESS THE PRIORITISED CAPACITY DEVELOPMENT NEEDS?

The World Café

This was a group interaction session that focused on conversations to discuss the way forward on how to implement the top three priority areas as identified through the Dotmocracy exercise in Session 7.

Participants were divided into four groups. They sat around a table and held a series of conversational rounds lasting for 10 minutes on the way forward to implement the above three top priority capacity needs at each level. At the end of each round, the facilitator in charge of each table remained there as the host, while the others moved to other tables. The hosts welcomed newcomers to their tables and shared the essence of that table's conversation so far. The newcomers further deepened the conversations held thus far through their insights as the round progressed. This process continued until all the four tables were visited by everyone in the four sessions. Finally the four hosts from the four tables presented the outcome of the discussions on ways to implement the top priority capacity development needs at each level.

These include: organization of regular trainings, workshops and exposure visit to staff at different levels; development of criteria for assessing and rewarding exemplary performance; conducting periodic evaluation on technical skills; organizing Management Development and Executive Learning Programmes for senior officers; promoting cross learning through creating platforms (study groups) to share experiences on specific topics; hiring consultants to technically backstop trainers; strengthening interface and consultation mechanisms among the wide range of stakeholders in the public, private and NGO/CSO sector; evaluation of existing training programmes; development of good practice notes; strengthen knowledge management through development of learning modules and databases etc. (More details are in section 3)

SESSION 9: CLOSING SESSION

Before the closing session, participants were given one card each for feedback on both the positive and negative aspects of the workshop – anonymously. This was followed by open feedback from the participants about the workshop. In his closing remarks Dr Mukund Variar, IRRI, commended the participants and facilitators of this workshop for their planning and implementation of this workshop.

4.2 Annexure 2: List of Participants

S. No.	Name of Participants	Organization	Contact Detail
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