

MOZAMBIQUE'S MOVE TOWARDS A PLURALISTIC NATIONAL SYSTEM OF RURAL EXTENSION

Helder Gemo and William M. Rivera

Abstract

This paper examines Mozambique's current move towards the development of a pluralistic national system of rural extension. The Government's present agricultural policy framework has resulted in the development of a National Extension Master Plan that calls for the advancement of an Integrated National Extension System (SISNE). SISNE envisages an institutionally diversified system of extension, utilising both public sector and private sector extension providers to disseminate agricultural information to farmers. This diversified system is to be promoted in part through an outsourcing initiative in two districts of two different provinces, Nampula and Zambezia. Aside from setting the stage for discussion, this paper has two purposes. The first is to examine the problems and challenges that confront Mozambique's public sector extension service in developing a pluralistic extension system. The second purpose is to consider the consequent role of the public sector and its responsibilities as both a provider of public sector extension services and as a coordinator, overseer and regulator of private sector provision. The paper concludes with a consideration of the meaning of Mozambique's move towards a pluralistic national rural extension system both for its own purposes and the development of similar purposes in other developing countries

Research findings

Outsourcing provides the principal avenue for private sector organisations to become involved in agricultural extension provision. However, there are four main problems in developing a pluralistic system of rural extension in Mozambique:

- although NGOs are well-placed to deliver extension services, the majority of such NGOs in Mozambique are relatively young and have varied geographical coverage;*
- apart from a few instances, there is little collaboration between public and private extension providers;*
- there are very few known examples of farmer organisations presently involved in agricultural extension;*
- Joint Venture Companies tend to provide an extension service only for commercial crops with an orientation that is quite different from that of governmental and non-governmental organisations.*

Policy implications

- For the effective development of a pluralistic extension system, the goals of a public sector extension delivery service must be reviewed and clarified.*
- The management capacity of the public sector must be enhanced for it to fulfil its new role as coordinator, overseer and regulator of private sector extension delivery services.*

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Acronyms

CLUSA	Cooperative League of the USA
DANIDA	Danish International Development Agency
DNER	Directorate of National Rural Extension
FAO	Food and Agriculture Organisation of the United Nations
GO	Governmental organisation
GOM	Government of Mozambique
GTZ	<i>Deutsche Gesellschaft für Technische Zusammenarbeit</i> / German Agency for Technical Cooperation
IFAD	International Fund for Agricultural Development
JVC	Joint venture company
MADER	Mozambique Ministry of Agriculture and Rural Development
M&E	Monitoring and evaluation
NGO	Non-governmental organisation
PROAGRI	National Agricultural Development Programme (Mozambique)
PVC	Private venture companies
SISNE	Integrated National Extension System (Mozambique)
T&V	Training and visit
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Education Fund

MOZAMBIQUE'S MOVE TOWARD A PLURALISTIC NATIONAL SYSTEM OF RURAL EXTENSION

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1 THE SETTING

The Republic of Mozambique is located on the southeast coast of Africa and organised into ten provinces: Cabo Delgado, Nampula, and Niassa in the north; Manica, Sofala, Tete and Zambezia in the centre; and Gaza, Inhambane and Maputo in the south. Nampula and Zambezia are the provinces where the Government intends to initiate the first two projects in its move towards developing a pluralistic national system of rural extension.

In July 1999 Mozambique's population was estimated at 19,124,335¹. Of these inhabitants, 45% are 0–14 years of age, 53% are aged 15–64 years, and 2% are 65 years and over. An estimated 80% of the population relies upon subsistence agriculture and fishing to survive. The principal staple is maize; paddy rice is also grown in the natural floodplains of the country's many rivers; but all wheat is imported. Food security is a major goal. Poverty is high, with the average annual income reaching only \$85 (US dollars). Poverty alleviation is an equally major goal.

The main agricultural products are cotton, cashew nuts, sugarcane, tea, cassava, maize, rice, tropical fruits; beef and poultry. Its exports in 1998 totalled \$295 million, mainly for the following commodities: shrimp, cashews, cotton, sugar, copra, and citrus. Its imports that year totalled \$965 million, mainly for food, clothing, farm equipment and petroleum. Increases in agricultural productivity and production are also important goals for Mozambique.

Its communications systems include an estimated 70,000 telephones, 700,000 radios, two television broadcast stations, and 44,000 televisions. Reaching the vast majority of rural and farming communities with functional extension messages is a daunting task.

A long civil war, recurrent drought in the hinterlands and early in 2000 a torrential flood in the southern and central regions have contributed to environmental degradation, as well as increased migration of the population to urban and coastal areas. As a result of its difficulties, Mozambique's effort to regain self-sufficiency in food production has been slow. In 1998/99, the Government of Mozambique (GOM) initiated negotiation of a loan from the World Bank to improve the agriculture sector. The development of the rural extension sub-sector is an urgent consideration for the GOM in reaching its goals of food security, poverty alleviation and increased agricultural production.

2 THE FIRST PHASE: IN THE BEGINNING

Mozambique's public sector rural extension service is one of the most recent in the southern Africa region as well as in sub-Saharan Africa. Not institutionalised until March 1987, its initial development took place between 1989 and 1992 (Amissé, 1997; Gemo, 2000). At that time, state farms and state secretariats for cashew and cotton provided field technicians and thus contributed considerably to the formal establishment and initial consolidation of public sector rural extension. Assistance was also provided by international NGOs and United Nations Agencies, such as the Food and Agriculture Organisation (FAO) and the United Nations Development Programme (UNDP) (Carrilho, 1997).

The state farms basically provided field technicians with an elementary academic level in agriculture and professional field experience especially in cash crops such as cotton, cashew and to a lesser extent in tobacco. Governmental Organisations (GOs) as well as the majority of international NGOs were involved at that time in emergency activities relating to drought and civil war. These emergency activities had more to do with the free distribution to displaced rural people of basic agriculture inputs (e.g. seeds and hand tools) than with extension activities.

International NGOs contributed significantly to the growth of public extension during this initial phase of extension's development. Ibis for example, a Danish international NGO, was fully integrated with public sector extension in Zambezia province (1988–1998), providing institutional support. The German Society for Technical Cooperation (GTZ, a government organisation) had a close relationship with public sector extension in Manica province (1989–1999), providing technical assistance and some institutional support.

UN agencies, such as FAO, UNICEF's integrated rural development programme and UNDP, made valuable contributions to technical and financial support. The International Fund for Agricultural Development (IFAD) also played a significant role as one of the first (and still current) funders of public sector extension.

In 1992–3, the World Bank initiated financial assistance to public sector extension in Mozambique. At that time, the training and visit (T&V) extension management system adopted by the public sector extension service at its establishment was modified. Since that time, greater emphasis has been given to working with farmer groups and the agenda of extension workers

has been determined according to the specific circumstances of each work environment and is therefore more flexible.

Smallholders represent public sector extension's priority target. In Mozambique, as in almost every other African country, smallholders constitute the dominant sector of rural people involved in agriculture. Smallholders – referred to as 'the family farm sector' – comprise almost 85% of the rural population and their holdings cover 95% of the annual cultivated area. Thus, this sector is central to concerns about poverty alleviation, production increase and food security in Mozambique. As noted by Pertev and King (2000), small-scale agricultural development is central to the elimination of poverty and hunger in developing countries.

During this first phase of extension development, the environmental situation was less than ideal. In addition to the prolonged drought in the country, a high degree of insecurity existed in the rural areas as a result of civil war. There was a hasty exodus of rural families seeking relatively safer zones. Thus too, new extension networks had a tendency to be established near to the provincial capitals or in zones with some level of safety. Even in those zones however, the daily tasks of extension workers were completed in an average of four to five hours in order to avoid dangerous early morning and afternoon hours. Crucial activities such as supervision, monitoring and evaluation (M&E), on-the-job and in-service training were also affected by these adverse circumstances. In short, normal extension activities were not undertaken until after the civil war in 1992.

3 THE SECOND PHASE: PROAGRI

In 1998, the GOM initiated the National Agricultural Development Programme (PROAGRI). Public sector rural extension is one of the eight components that comprise PROAGRI².

In line with the general objectives and guidelines of PROAGRI, the GOM developed a National Extension Master Plan (1999–2003) that called for the development of an Integrated National Extension System, SISNE (*Sistema Nacional de Extensão Rural*). The Ministry of Agriculture and Rural Development (MADER) through its National Directorate of Rural Extension (DNER) proposes to collaborate with other organisations interested to provide extension, such as NGOs, farmer's organisations, private sector commercial farmers, registered groups of certified extension workers and other private sector entities.

Thus within the framework of PROAGRI, DNER will undertake two major tasks: the operation of a number of public sector extension networks throughout the

country and the management of private sector providers, especially in areas where there are no public extension networks. Of Mozambique's 128 districts (not all of which have agricultural potential), public sector extension services operate in 48 of the 52 districts considered as a priority by DNER. The criteria for coverage include density of population, agro-ecological characteristics, accessibility and degree of rural poverty. The other districts are not covered because of limited available resources, including financial, human and material.

4 THE BEGINNING OF A NEW PHASE: OUTSOURCING

The institutional diversification of extension service providers is considered to be a major strategy in the development of the National Extension Master Plan (1999–2003) and the advancement of an Integrated National Extension System (SISNE). The Extension Master Plan states that publicly financed extension is open to multiple financial and delivery arrangements. These arrangements include outsourcing (see Box 1), cost sharing with private and community extension structures and cost-recovery initiatives with individual farmers and farmer groups and associations.

Outsourcing is the principal avenue selected for involving private sector providers, some of whom are already operating extension systems parallel to those of the public sector. GOM plans to outsource the delivery of extension in two pilot projects in two districts, one in Nampula and one in Zambezia. As defined in this instance, outsourcing means 'contracting out' the responsibility for extension delivery to private sector providers (Rivera, 2000). It is the act by public sector extension to promote and support private sector involvement in extension provision (whether by private companies, NGOs, farmer associations or registered individual extension consultants). At present, one of the objectives of this outsourcing initiative is to prepare DNER to coordinate, oversee and regulate private sector providers and to learn from the experience of outsourcing.

Accordingly, DNER is initiating two separate but related activities. The first will establish a baseline study of two farming areas and groups of farmers to be covered by the outsourced extension contractor, and comparable areas and groups of farmers being served by public sector extension. This study will serve as the baseline against which extension outcomes, benefits and impacts will be evaluated, both within the contracted extension area and the area served by public extension and (for comparative purposes) between the two systems. The second consultant activity will establish a monitoring and evaluation framework for both outsourced extension and public extension in the pilot project. The monitoring aspect of the system will be participatory, in that it will seek the views of the targeted farmers in each of the baseline areas about the extension services being performed. This monitoring information will serve three purposes: it will (1) be used to conduct formative and summary evaluations of progress in the two baseline areas, (2) serve as the basis of a management information

Box 1 Outsourcing

Outsourcing is a way of involving the private sector in an agricultural extension system that is coordinated and regulated by the public sector. Responsibility for extension delivery is contracted out to private sector extension providers. Such providers might be private companies, NGOs, farmer associations or registered individual extension consultants.

system for the project, and (3) help MADER/DNER to assess the private sector provider's performance and determine whether that provider's contract should be renewed.

The Government hopes to clarify a number of issues and be able to answer several questions related to the outsourcing pilots. These include:

- The difference in the performance of outsourced providers compared with comparable public sector extension efforts. This question will be answered in part through the baseline study and monitoring and evaluation efforts.
- The process and benefits of farmer's participation in planning, implementing and evaluating extension activities. Contractors will be required to undertake participatory rural appraisals and involve farmers in advisory and other decision-making groups.
- The performance of outsourced providers in terms of effective linkages with relevant institutions (research, input suppliers, markets). Contractors may sub-contract to Private Venture Companies (PVCs) to accomplish certain tasks in relation to input supply and market development.
- The results of the outsourced provider's in terms of impact on farm productivity, production, value-added crops and farmers' income.
- The cost-effectiveness of the pilots.

In line with the project's findings, recommendations will be made as to whether to expand the project and, if so, how to improve the project. Ultimately, the project seeks to reach four main goals, which are:

1. To increase farm productivity and production.
2. To increase the value of production and ensure food security by (a) enhancing diversification, (b) promoting value-added processing, (c) improving post-harvest storage, and (d) promoting the establishment of well-functioning markets.
3. To involve farmers in the contractor's decision-making processes, including in the planning, implementation and evaluation of the extension programme of work.
4. To encourage the association of farmers into agricultural groups based on agricultural production special interests, cost sharing as appropriate and other criteria including socio-economic criteria.

With respect to goals 1 and 2, DNER has indicated that the technologies utilised should contribute to agricultural sustainability by the use of natural resource management systems and techniques. With respect to goals 3 and 4, DNER has underscored the difficulty for individual, isolated, resource-poor farmers to influence and obtain the services they need and make their voices heard in decision-making processes that affect their lives, without the leverage of organisational influence.

In addition to the four main project goals, the contracted organisations are advised to explore how best to address other related issues in the district, such as gender mainstreaming, natural resource management and rural youth development, as well as problems relating to infrastructure, availability and affordability of input supplies, market linkages and transportation.

Contractors are expected to recommend at the end of each agricultural season in their progress reports to the MADER/DNER, practical means to address agricultural and related problems and opportunities in the district.

5 PROBLEMS CONFRONTING THE DEVELOPMENT OF SISNE

Young institutions

Outsourcing extension delivery services to private sector providers is the initial step being taken to develop SISNE. Within that context, the GOM has decided first to open a bidding process directly toward national NGOs. It is expected that NGOs will best serve the initial purposes of the outsourcing project in part because they are likely to create a demand-led system which is responsive and accountable to farmers' agricultural problems and goals, as well as being operationally effective and financially efficient.

The task of providing extension education to farmers is, however, enormous – in part because of the country's large size, the lack of infrastructure mentioned at the beginning of this paper, and the national urgency to promote increased and sustainable agricultural production. The involvement of both public sector and private sector extension providers is seen as complementary and strategically crucial, if a nationwide system of extension is to be developed. However, the private sector extension NGOs focusing on smallholders on a non-profit basis are in the initial stages of development, as is the public sector.

The majority of NGOs undertaking extension work only started in the mid-1990s, shifting at that time from emergency to development activities. There is little or no coordination of international NGOs in Mozambique, and little or no collaboration between them. A 1998 public sector extension survey indicates that a total of 67 NGOs currently work in extension throughout the country. The geographical coverage of each one of these organisations varies greatly – sometimes covering only one or two parts of one district, sometimes covering three or even four districts, as in the cases of World Vision International and Care International (in Zambezia and Nampula provinces). Beneficiaries are principally smallholders.

Lack of collaboration among extension providers

To date, there are few instances of collaboration between public and private (non-profit and for-profit) extension entities. In general, private extension organisations – particularly international NGOs – are more accountable to the agency headquarters that provide their financial support. However, public sector extension had (and still has) some notable partnerships with international NGOs. For example:

- Ibis is still working (1999–2003) with public sector extension giving institutional and technical backstopping to public sector extension in two districts (Alto-Molocue and Mocuba) of Zambezia

- province while public extension provides staff.
- CLUSA (the Cooperative League of the USA), an international American NGO operating under a formal agreement in Nampula Province, provides organisational field assistance to farmers and training in management issues to help consolidate farmer groups into organised associations (public sector extension provides the technical assistance to farmers in crop production). This experience is occurring in four districts and has involved approximately 7,000 smallholders since 1999/2000.
 - Sasakawa Global 2000, an American-Japanese non-profit foundation, has been working with public extension since 1994/95 in five of the ten provinces of the country, providing institutional support to farmers for the rational use of inputs such as improved seeds, fertilisers and some herbicides for maize and rice.

Apart from the above, there are no significant examples of collaborative relationships between public sector extension and non-profit private extension providers. In general, collaboration between NGOs is weak even when they are both working within the same province. NGOs tend to be small in size, independent, and differ in their philosophies; these attributes militate against the creation of effective forums, whether at national or provincial levels (Farrington, 1997). In the last two to three years some forms of informal and occasional relationships have started to grow between public services and NGOs (both national and international), particularly at provincial level. The same cannot be said in relation to private enterprises involved in commodity extension. Exception can be given to a former Joint Venture Company (JVC) called Lomaco, in the district of Montepuez in Cabo-Delgado province, with which some relationships have occurred particularly during field days, field demonstrations, some degree of sharing of technical information, etc.

Lack of farmer organisations providing extension

GOM hopes and expects to expand the present pluralistic approach to extension by eventually being able to include farmer organisations in the SISNE plan. Currently, the promotion of farmer organisations constitutes a task for both government and private sector extension, although for different reasons depending on whether the private sector entity is a for-profit or non-profit organisation. In Mozambique there are very few known examples of farmer organisations carrying out extension or supporting such services in rural areas. In general, these types of organisations are in an initial stage of development. But, because of their potential contribution for extension delivery and farmers' participation, they are seen as having considerable potential for promoting farmers' empowerment and local sustainability.

It is important to distinguish between non-profit and for-profit farmer entities. In the Northern and Central regions of the provinces of Cabo-Delgado and Nampula as well as Manica and Tete, there are thousands of smallholders organised in both informal and formal

groups (or associations) around commodity extension activities. These farmers receive inputs such as seeds, fertilisers, herbicides and pesticides on credit and sell their produce of cash crops (e.g., cotton, tobacco, sunflower) to JVCs or other enterprises that provide these inputs along with technical advice. This commodity extension (or technology transfer) occurs through contractual relationships between enterprises and farmer groups. These arrangements were initiated and developed in the early and middle 1980s. Private enterprises supply agricultural extension services only if the company (directly or indirectly) can capture reasonable returns, as noted also by Umali and Schwartz (1994). They state that input suppliers will provide complementary informational extension services to promote the product, thus ensuring the product's proper use and preserve the firm's market share. Agro-processing and marketing firms also provide extension services to reduce agricultural input supply risks. These firms frequently rely on contract farming or outgrower schemes that generally involve introducing new technologies or techniques to farmer growers.

The Joint Venture Companies (JVCs)

JVCs carry out purely commodity extension (e.g. for cotton, tobacco, and cashew). Unless a profit can be clearly anticipated it is irrational to try and engage these private sector organisations to undertake projects involving diversification. Also, their orientation is quite different from that of government or of NGOs. JVCs tend to consider external inputs as the routine mode for production of cash crops, while Government encourages the rational use of chemical inputs by farmers, highlighting not only economic issues but also environmental and human issues. However, the outsourcing project envisions the involvement and contribution of JVCs, probably under NGO subcontracting to deliver input supplies and/or develop markets.

6 THE CHALLENGE

The present initiative towards an institutionally diverse national extension system is confronted with significant external problems, some of which are outlined in the previous section. In addition, public sector extension must confront two internal challenges; to do with organisational structure and management. One challenge is to review and clarify the goals of its public sector delivery service, given the proposed development of private sector delivery services. The second challenge is to develop its management capability both as a provider of extension services and as coordinator, overseer and regulator of private sector extension delivery services.

At present, public sector extension is comprised of approximately 700 agents, of whom only about 200 are permanent employees; the rest serve on a contractual basis. Many questions arise. Should the number of permanent employees be increased? What should be the status of the contracted agents? If the public sector service is to be expanded, what will be its goals? How can those goals best be accomplished? Does public sector

extension have a professionally adequate number of administrative and field staff to realise its goals?

In addition to reviewing its priorities and setting realistic goals to be accomplished within that framework, public sector extension will need to develop a systematic and useful (and effectively used) management information system founded on regular monitoring and evaluation (M&E). Performance and programme control features of M&E become particularly important as public sector extension moves toward a bifurcated system in which it must both operate publicly provided extension services and coordinate, supervise and regulate privately provided extension services.

In the mid-1990s the effectiveness of Mozambique's public sector extension service was put into question by international organisations, particularly the World Bank. Programme effectiveness and financial sustainability were two questions frequently raised. In countries with a great need of poverty alleviation and food security, however, rural extension remains one of the fundamental tools for increasing production of farmers with mixed farming arrangements of mainly food crops and small livestock development. For this reason, it was determined to keep and extend the present private sector delivery service. At this juncture, Mozambique is in transition, and the public sector continues to represent an important government commitment to smallholders.

Apart from the challenges cited in this and the preceding section, there are also external as well as internal national and sectoral development policies that are needed to relate to commerce, public infrastructure, fiscal arrangements and civil service incentives. Also, agricultural policies relating to agricultural prices, credit, input supplies and markets need to be reviewed and revised. When extension stands alone it is a weak instrument but, as noted by Röling (1986), it becomes powerful when combined with price incentives, input supply, credit, seed multiplication, and other agricultural development support systems. Contado (1997) argues that each country should have a comprehensive agricultural extension policy that ensures coordination with research, education, input supply, and credit and marketing systems, and provides the flexibility needed to reflect the dynamic nature of the agricultural sector. Although not the main issue in the present discussion, there are a number of policy initiatives that are needed to harmonise extension policy with other development policies. In several zones of the Northern and Central regions of Mozambique for example, public sector extension is ineffective in part because meagre opportunities exist for agricultural commercialisation. Formal and established channels of input supply are non-existent, rural infrastructure is lacking, and agricultural research stations function at a low level. These constitute serious constraints to the success of public sector extension.

Funding also represents a major problem for public sector extension. The degree and timeliness of funding at different levels of intervention directly influence the capability of services. In Mozambique, public sector

extension is for the most part financed by the World Bank and IFAD and, in the provinces of Manica, Tete and Zambezia, through direct and indirect contributions by DANIDA. Technical interruptions in extension delivery often occur due to lack of government contributions or because of bureaucratic delays, temporary suspension by audits and other institutional problems. The challenge to provide effective, high quality and sustainable public sector extension depends on coordinated funding arrangements currently lacking within the international and governmental arenas.

7 NEXT STEPS

The outcome of the outsourcing project depends on several factors. On the positive side, extension management staff from top to bottom are, in general, young professionals who are willing to innovate and try new forms of organisation and intervention.

There is a notable commitment and a growing understanding among central extension management staff that outsourcing is neither an alternative to public sector extension nor an effort to prove that public sector extension is ineffective. Outsourcing is beginning to be seen as a way of developing a national system of extension delivery, to promote the participation of other actors and further pursue the involvement of farmers in extension programmes. The view of the role of government is changing from being the only provider to one among many providers of extension, functioning also as regulator, supervisor, evaluator and facilitator of extension provision. This changing view among management staff is important because it creates a favourable and motivating work environment.

There is considerable supportive leadership at MADER headquarters, which encourages central extension management to learn from different extension alternatives including outsourcing. This is important because it contributes to a creative work environment.

Some donors, particularly the World Bank, are committed to a collaborative effort regarding the financing of new forms of extension intervention, particularly outsourcing. As for the available NGOs and also several JVCs, there is evidence of genuine interest to participate in the outsourcing project.

On the negative side, educational levels of extension staff are low. At the provincial level (with the exception of Nampula where there are five technicians with BSc degrees) only one or two technicians have BSc degrees. Thus, training of technicians and/or the recruitment of new qualified staff will be necessary to monitor and evaluate as well as to assist the pilot projects. At the central level DNER will have a crucial task in guiding the process of outsourcing and developing and training provincial staff in supervision and M&E. M&E requires further strengthening, despite considerable efforts undertaken in this regard since the end of 1999. Outsourcing demands an even more complex M&E system. Institutional development involving human resource advancement in new knowledge and skills is urgently needed.

Although in the process of change toward development of national offshoots, most of the NGOs providing agricultural extension and extension-related programmes are international. Also, most NGOs engaged in extension work are involved in crop production. Some place emphasis on specific crops (such as sunflower or beans) or other specific issues of basic agro-processing. These NGOs need to be encouraged to view extension more broadly, in line with the public sector perspective. This implies negotiation and change among institutions with established agendas.

8 CONCLUSIONS

Mozambique is moving towards the development of a pluralistic national system of rural extension. The Government's PROAGRI agricultural policy framework has resulted in a National Extension Master Plan that calls for the advancement of an Integrated National Extension System (SISNE). SISNE envisages an institutionally diversified system of extension, utilising both public sector and private sector extension providers to disseminate agricultural information to farmers. There are numerous uncertainties that confront Mozambique's public sector extension service in developing a pluralistic extension system.

The decision to outsource delivery to private sector organisations, beginning with NGOs, creates a new role for the public sector and adds new responsibilities. Now public sector extension must provide services as well as coordinate, oversee and regulate private sector provision of services. This new role and the accompanying responsibilities will require adequate and timely external and internal support, managerial savvy at all administrative levels of public sector extension, tight organisation and decisiveness, leadership that includes participatory involvement in decision-making, individual dedication and programmatic vision. The public sector appears to be striving to meet this challenge.

While Mozambique's move towards a pluralistic national rural extension system has implications for the nation's agriculture, it also has consequences for its social and economic development. The outcome of Mozambique's move may also have an impact on the determination and direction taken by other developing countries confronted by the exigencies of poverty and food insecurity and the demanding challenges of globalisation.

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ENDNOTES

- 1 The facts cited are taken from the online CIA Factbook (1999).
- 2 The other components are support to crop production, agricultural research, livestock, irrigation, land, forests and wildlife, and institutional development. Rural extension services can play an important role as the bridge between these other components and farmers.

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