

CHAPTER 2

ORGANISATIONAL AND MANAGEMENT STRUCTURE OF THE DEPARTMENT OF AGRICULTURAL EXTENSION

2.0 INTRODUCTION

DAE has undergone many changes over recent years associated with the introduction of the Revised Extension Approach (REA). This chapter describes the organisational structure and management approaches adopted by DAE. However, it should be noted that in order to become an organisation capable of fulfilling its mission, DAE will have to continue to develop over coming years and more change is inevitable.

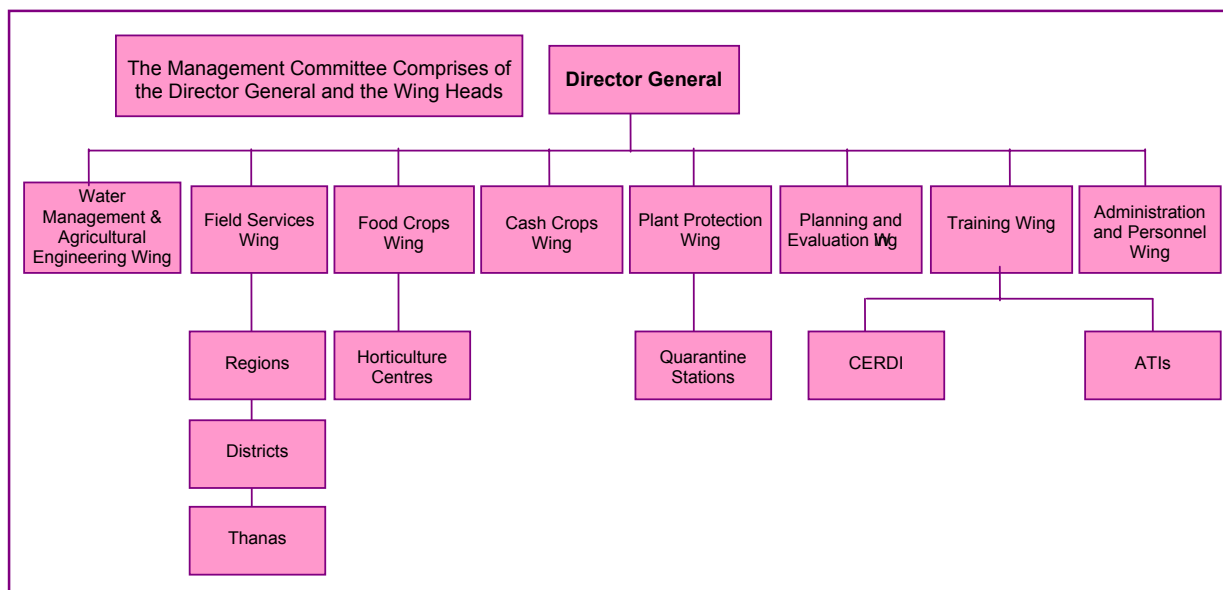
The organisational structure of DAE and how its various Wings support DAE extension activities is detailed in **Section 2.1**.

Sections 2.2 to 2.5 describe the management systems which DAE has adopted in order to assist its staff with implementing its commitment to the NAEP. Details of specific management tools adopted by DAE are described in **Section 2.6**.

2.1 ORGANISATIONAL AND MANAGEMENT STRUCTURE OF DAE HEADQUARTERS

The Department of Agricultural Extension comprises eight wings as illustrated in **Figure 2.1**. Four of these Wings are responsible for the provision of technical support to extension staff in issues related to Water Management and Agricultural Engineering, Food Crops, Cash Crops and Plant Protection. Field Services Wing is responsible for providing extension services to farmers throughout the country. Training Wing is responsible for providing training services which equip extension staff with the skills necessary to provide high quality services. Planning and Evaluation Wing is responsible for project preparation and on-going monitoring of projects, the Management Information System (MIS), and the evaluation of extension programmes. Administration and Personnel Wing is responsible for human resource and financial management. The individual responsibilities of the eight Wings of DAE are described in this section.

FIGURE 2.1: ORGANISATIONAL STRUCTURE OF DAE



Food Crops Wing

Food Crops Wing has a number of important functions. It is mainly responsible for:

- acting as the main point of contact between DAE and research institutes, especially through the National Agricultural Technical Co-ordination Committee (NATCC), for collecting information on developments in food crops technology, maintaining technical liaison with related industries, and collecting information on technology developments overseas;
- overseeing the conversion of up-to-date technology information into extension messages and staff training modules where appropriate, in relation to food crops;
- overseeing the development of model programmes for income-generation, to be made available for use in the field;
- ensuring specialised information packages are passed, via Media Cell and Training Wing, to field staff, so that they are available for use by them in thana extension plans as local needs require;
- providing technical guidance to the Director General and other wing directors where necessary, and directing field personnel (District Specialists through their Deputy Directors) in respect of food crop production;
- providing technical advice to the Director General / Government on tariffs and other policy issues;
- receiving and responding to requests for technical advice sent by Agricultural Technical Committees and District Specialists on matters pertaining to food crops production and extension in the field;
- obtaining reports from the Management Information System on extension activities, and on food crop production and marketing, and producing evaluation and production reports;
- providing advice to Horticultural Centres to enable them to produce and distribute high quality seed and saplings to farmers.

Cash Crops Wing

The Cash Crops Wing is responsible for:

- acting as the main point of contact between DAE and research institutes, especially through the National Agricultural Technical Co-ordination Committee (NATCC), on developments in cash crops technology, and maintaining technical liaison with related industries, including collection of information on technology developments overseas;
- overseeing the conversion of up-to-date technology information into extension messages and staff training modules where appropriate, in relation to cash crops;
- overseeing the development of model programmes for income-generation, to be made available for use in the field;

- providing technical guidance to the Director General and other wing directors where necessary, and directing field personnel (District Specialists through their Deputy Directors) in respect of cash crop production;
- providing technical advice to the Director General / Government on tariffs and other policy issues such as the marketing, distribution, utilisation and production of cash crops;
- receiving and responding to requests for technical advice sent by Agricultural Technical Committees and District Specialists on matters pertaining to cash crops production and extension in the field.

Plant Protection Wing

Plant Protection Wing has the following responsibilities:

- surveying present outbreaks of plant disease and pest infestation, and damage caused, and recommending, where necessary, national action plans to deal with major outbreaks;
- forecasting future outbreaks of plant disease and pest infestation and recommending preventive or preparatory action where necessary, including establishment of an efficient and effective strategy for emergency response to pest and disease outbreaks;
- ensuring that adequate measures are taken for placing crop and other imports in quarantine to control the import of pests and diseases;
- overseeing the process of quality assessment and control over pesticide production, sale and use;
- monitoring and assessing the environmental impact of pesticide use, and recommending action and policy designed to improve protection of the environment;
- acting as the main link between DAE and research institutes, undertaking investigations into plant protection and pest management, receiving information about research findings and obtaining information about new pest management technologies the private sector and abroad;
- overseeing the conversion of research and other information on plant protection, pest management and pesticide quality into extension messages and information packages for dissemination for use in the field according to local farmer needs;
- receiving and responding to requests for technical advice from the field (District Specialists and Agricultural Technical Committees) on problems concerning plant protection and pest management;
- developing specific agricultural policies relating to plant protection, such as those concerned with pest and disease surveillance, adoption of preventive or curative measures, involvement of local bodies in plant protection efforts, manufacture and supply of chemicals.

Water Management and Agricultural Engineering Wing

This wing is responsible for:

- acting as the main contact point between DAE and the Research Institutes and between DAE and private companies making farm equipment, ensuring maintenance of up-to-date information on water management and agricultural engineering;
- overseeing quality, price and characteristic monitoring of agricultural machinery in order to provide impartial advice to farmers on equipment selection and operation;
- providing training and technical advice to the agricultural engineering and water management sector (e.g. drillers, suppliers of equipment and service/repair centres);
- maintaining information about overseas developments in water management and agricultural engineering, and making this available to research institutes and the private sector;
- overseeing the conversion of up-to-date technical information into extension messages and staff training modules, and making these available to field staff of the Water Management and Agricultural Engineering Wing, and the Field Services Wing, through the Media Cell and Training Wing for use in local extension programmes as appropriate;
- using information from the Management Information System in the Planning and Evaluation Wing to evaluate the effectiveness of water management and agricultural engineering technologies on production, the environment and social development;
- contributing to the development of national policies on water management and agricultural engineering;
- investigating the potential for processing and preservation of fruit, vegetables and cereals;
- monitoring and evaluating the activities of Water Management and Agricultural Engineering through the collection and analysis of data on irrigation, farmer machinery and food processing and preservation.

Field Services Wing

Field Services Wing is responsible for:

- planning, implementing, monitoring and evaluating annual farmer responsive extension programmes in 468 thanas in Bangladesh, under the primary management of the Thana Agricultural Officers, with support from the Deputy Directors (District) and Additional Directors (Region);
- developing general extension policy options for the department, by making reference to relevant Government agricultural and agricultural extension policy, including those on crop development and plant protection originating from DAE; and evaluations of previous years extension programmes provided by the Planning and Evaluation Wing;

- co-ordinating extension policy and planning between DAE and other extension providers and research agencies through the Extension Policy Implementation Co-ordination Committee (EPICC), Agricultural Technical Committee (ATC), District Extension Planning Committee (DEPC), Thana Planning Workshops (TPW) and Thana Agricultural Extension Co-ordination Committees (TAECC);
- preparing adequate revenue and development budgets for wing and field activities, and exercising control over expenditure, sub-warranted to staff in field offices;
- ensuring that research programmes from agricultural research institute programmes, especially those funded through DAE, respond to needs identified by farmers and field staff;
- co-ordinating the overall process in DAE of converting information obtained from research institutes, business and overseas, into extension messages, which will then be disseminated through the Media Cell and through training programmes and materials prepared by the Training Wing;
- overseeing the conversion of information from relevant research institutes and other sources into extension messages and information packages on technical issues not covered by the technical wings of DAE, especially on soil, fertiliser, seeds and farm economics and marketing;
- liaison with the Planning and Evaluation Wing in the collection and analysis of data on monitoring and evaluating field services, information on crop production, prices and input availability for farmers.

Training Wing

Training Wing is responsible for:

- ensuring the development and implementation of staff training needs assessment throughout DAE;
- overseeing the development of training policy for DAE;
- co-ordinating the preparation of the Master Training Plan for all departmental in-service training programmes, within the context of training needs, wing requirements and DAE policy, including in-country and overseas training;
- supervising the implementation and evaluation of the Master Training Plan, including, where necessary, curriculum development and production, design and use of instructional materials;
- supervising the overall operation of the Central Extension Resources Development Institute (CERDI), and the eleven Agricultural Training Institutes (ATIs), ensuring that their programmes meet the training requirements of DAE and other organisations as necessary.

Administration and Personnel Wing

This Wing is responsible for:

- co-ordinating the annual revenue budgeting exercise with other wings;
- maintaining records of all revenue accounts and returns of the DAE, including all field units;
- ensuring all departmental revenue and project accounts are audited in accordance with existing Government rules and regulations;
- receiving, and assessing against project proformae, annual development budgets, and advising Planning and Evaluation Wing on their consolidation into the Annual Development Programme (ADP);
- administering the appointment and transfer of staff as directed by the DAE Management Committee;
- maintaining up-to-date records of DAE staff;
- managing the timely procurement, supply, upkeep, disposal and maintenance of records of all office supplies, stores, equipment and properties;
- supporting the functioning of the DAE Management Committee.

Planning and Evaluation Wing

Planning and Evaluation Wing is responsible for:

- overseeing the production of an Annual Development Plan (ADP) for DAE, ensuring that this plan is consistent with the policy and strategic objectives set by DAE;
- preparing plans for policy development and new projects;
- preparing DAE's five year development plan ensuring that the identification of projects are consistent with DAE's policy and strategic objectives;
- working with donors through the Donor Consultative Sub-Committee of the Extension Policy Implementation Co-ordination Committee (EPICC) to obtain support through projects which is consistent with the New Agricultural Extension Policy and the departmental extension approach;
- administering projects;
- co-ordinating and supervising the monitoring and evaluation of project implementation, in co-operation with respective project directors, including the physical inspection of projects;
- processing monitoring data which is submitted from Thana, District or Regional offices;

- responding to day-to-day enquiries from the Ministry of Agriculture, Planning Commission and External Resources Department on the ADP and new project proposals, attending monthly project review meetings within DAE, and representing DAE at project review meetings at Ministry level;
- preparing monthly, quarterly, annual progress reports and project completion reports for all projects for submission to relevant Ministries;
- maintaining links with higher planning organisations;
- overseeing the maintenance of DAE's Management Information System (MIS) and approving all MIS and computer related activities;
- overseeing the operation of a system for monitoring and evaluating the performance, efficiency and effectiveness of the extension service against its stated strategy and performance targets.

2.2 MANAGEMENT INFORMATION SYSTEM

A Management Information System (MIS), is a system for collecting, storing and analysing information that is needed by an organisation to support its activities. Information needs may be divided into two types:

- those required directly for the management of DAE's extension programme; and
- more general, non-management, information which is used for longer term policy and planning which are not directly related to the management of extension activities.

The MIS described in this manual concentrates on the type of information which is directly essential for the operation of the Department's extension services.

MIS and Computers

The DAE has computer equipment at all levels down to District offices. However, the MIS is not dependant upon computer operations and there is also a manual system in operation.

The use of specially designed computer programmes has great advantages: computers enable the large amount of information to be stored and handled much more rapidly and analysed in more detail than if the information has to be recorded and analysed by hand.

While computers make it possible to handle more information, more rapidly and in greater detail it is essential to remember that any system is only as useful as the information that is put into it. If care is not taken in recording data then inaccurate data may be recorded and the results will be misleading. Misleading information results in wrong management decisions.

It is essential that the tools used for MIS are looked after correctly. In particular computer equipment must be handled with care and used in a disciplined manner – only trained and authorised officers and staff should be allowed access to computers, only software programmes issued by DAE should be used with the equipment and no modifications should be made to the software programmes that have been specially designed for the Department's MIS.

Scope and Approach

The objectives of an efficient MIS are to enable officers to plan and manage their activities efficiently with the benefit of **accurate** and **timely** information. The improvement of DAE's MIS is a gradual process; a step-by-step approach has been taken with priority given to the information needed for the direct management of extension activities.

The MIS is based on a number of separate components which can be linked by sets of common codes for location, extension method, crop, technical message, source of funds for the activity etc. Each component can be linked with the others or used on its own if there is any problem with another part of the system.

MIS Components

Ten components are included in the MIS. These are divided into three classes as shown in **Table 2.1** below:

TABLE 2.1: MIS COMPONENTS

Information System Component (class and purpose)	Name	Initials	Computerised / Manual
<u>1 Direct extension management</u>			
• farmer consultation	Farmer information Needs Assessment	FINA	m
• extension activity planning	Extension Planning System	EPS	c / m
• extension activity monitoring	Seasonal Extension Monitoring System	SEMS	c / m
• internal activity supervision	Technical Audit	TA	m
• medium term evaluation	Knowledge Attitude and Practice Survey	KAP	m
<u>2 Administration & Finance</u>			
• finance	Financial Information System	FIS	c & m
• personnel	Personnel Database	PD	c & m
• training management	Training Information System	TIS	c & m
<u>3 Longer term policy & planning</u>			
• crop variety data	Crop Returns Database	CRD	c / m
• non-management data	General Information Database	GID	c / m

Key

- c / m = computerised or manual operation possible
- c & m = some parts computerised, some manual operation necessary
- m = manual operation only

The components classified above as direct extension management are described in detail in later sections of this Manual. The components related to administration and finance and longer term policy and planning are not covered since they are primarily used at DAE headquarters.

System Users and Responsibilities

Overall responsibility for the MIS lies with the Planning and Evaluation Wing's MIS Section headed by the Joint Director (MIS) who is supported by specialist MIS / computer staff located at headquarters and regional offices. The MIS Section is responsible for providing assistance to computer operators, the approval and issue of MIS and other software programmes and the standards of equipment used by DAE.

There are dedicated specialist MIS staff to assist users in regions and districts posted at each DAE Regional Office. Each Regional Office has a Statistical Officer and an Assistant Chief (MIS) for this purpose.

In addition to personnel in the field the information in each component has a number of users in DAE Headquarters as shown in **Table 2.2**. The main users, however, are officers and staff directly responsible for the planning and implementation of the Department's extension activities.

TABLE 2 2: MIS USERS AT DAE HEADQUARTERS

MIS Component	User - DAE Headquarters Wing		
	Primary	Secondary	Tertiary
Extension Planning System	FSW	CCW FCW WMAEW PPW	PEW
Seasonal Extension Monitoring System	FSW	CCW FCW WMAEW PPW	PEW
Crop Returns Databas	FSW	CCW FCW	PEW
Financial Info. System	APW	PEW	ALL WINGS
Personnel Database	APW	ALL WINGS	
Training Info. System	TW	APW	ALL WINGS
General Info. Database	ALL WINGS	PEW	

PEW MIS Section officers have overall responsibility for developing and supporting MIS and its associated computer operations and for the proposed main database. Responsibility for the establishment, and continuing operation, of the individual components of MIS lies with the Wings and Sections to which the data relate – which are shown in **Table 2.2**.

The EPS, SEMS and FIS components are primarily used at levels below Headquarters particularly in districts and thanas, nevertheless it is essential for supervision and control that overall responsibility rests in Headquarters. **Table 2.3** shows the Wings and Sections and Headquarters' Officers who are responsible for the major MIS components.

The Headquarters' Officers are responsible for the operation and effectiveness of each MIS component but it should be clearly understood that:

PEW-MIS Section has full responsibility in DAE for approving all MIS software and programmes and computer standards. No changes to be made to MIS and/or computer specifications, software standards and programmes etc. without reference to, and formal approval of the PEW-MIS Section on behalf of the Director General and the Management Committee.

Responsibility for FINA, KAP and Technical Audits lie outside DAE headquarters. The Deputy Director (DD) Districts are responsible for FINA and KAP; the Additional Director (AD) Regions for Technical Audit.

TABLE 2.3: DAE HEADQUARTERS - RESPONSIBILITY FOR MIS COMPONENTS

MIS Component	Wing	Section	Officer In-Charge (Supervising)	Officer Directly Responsible
System Management	Planning and Evaluation	MIS	JD MIS	DC MIS
Extension Planning System	Field Services	Extension	AD Extension	DD Extension
Seasonal Extension Monitoring Systems	Field Services	Monitoring	AD Monitoring	DD Monitoring
Crop Returns	Field Services	Farm Economics	AD Extension	DD Farm Economics
Financial Information Systems	Administration and Personnel	Finance	Assistant Director Finance	Accounts Officer
Personnel Database	Administration and Personnel	Personnel	AD Administration and Personnel	DD Administration
Training Information System	Training	Farmer Training	Director Training	DD Farmer Training

2.3 THE MEDIA CELL

The media cell is responsible for providing media support to field staff. It co-ordinates a large number of productions such as videos, flip charts and posters and the Annual Extension Planner. It provides a responsive service for field staff and considers request from thanas and districts. These requests are sent from district offices once a year at the time of preparing annual plans.

The media cell is chaired by the Director General and the Additional Director Extension acts as member secretary. Members of the media cell include, all Wing heads, the director of the Agricultural Information Service, the Director of the Transfer of Technology Monitoring Unit, BARC, and Principle Scientific Officers from various research agencies.

The media cell is based in Headquarters and meets prior to each season as follows:

<i>Kharif II</i>	<i>mid April</i>
<i>Rabi</i>	<i>mid July</i>
<i>Kharif I</i>	<i>mid January.</i>

Responsibilities of the media cell are divided into four main categories:

- production of media materials;
- distribution of materials;
- monitoring of media activities; and
- co-operation in the production of media with other partners.

These functions are briefly outlined below:

Production

- co-ordinating all media productions at Headquarters with Bangladesh Betar and Bangladesh Television;
- producing media in response to specific requests from all DAE wings and from field offices;
- ensuring that DAE video productions are approved by the Chairman of the media cell;
- producing guidelines for districts and thanas regarding media production and training;
- advising the Director, Field Service Wing on national extension publications and media campaign production expenditure;
- producing simple technical bulletins from approved research results;
- producing the BS diary every year;
- delegating the responsibility for specific productions and other relevant issues to cell members.

Distribution

- ensuring that all media produced by DAE Headquarters is sent to the field;
- ensuring that DAE video productions are distributed with the necessary accompanying literature;
- developing procedures for disseminating information to the field and advising district and thana staff how they can request information;
- distributing technical bulletins to field offices;
- distributing the BS diary;
- distributing guidelines for media production.

Monitoring

- reviewing information provided by Additional Directors (Regions) from Technical Audit results;
- conducting a random annual review of district bulletins.

Co-operation

- encouraging co-operation between DAE and other extension providers in terms of media production of agricultural information.

2.4 THE DAE MANAGEMENT COMMITTEE

In order to ensure co-ordination between wings, to exercise a collective approach to departmental management, and to provide a forum for strategic management, the Director General heads a Management Committee comprising the heads of the eight wings and three co-opted members. This committee has a broad remit, being responsible for:

- guiding operational policy concerning DAE's activities, and where appropriate making recommendations for the approval of the Secretary, Ministry of Agriculture (MoA);
- agreeing DAE revenue and development proposals to be submitted to Government;

- monitoring and controlling actual revenue and development budget expenditure;
- reviewing monitoring and evaluation reports from DAE regions on regional performance to ensure achievement of DAE's Mission Statement and the NAEP;
- reviewing and approving annual regional extension plans and budgets;
- reviewing the activities of the Media Cell of DAE;
- ensuring that annual personnel appraisals are completed for all staff within DAE;
- reviewing and approving annual manpower plans, human resource development plans and master training plans, and ensuring their implementation;
- periodically reviewing DAE's employment policy;
- periodically reviewing the DAE administrative manual and the DAE Extension Manual;
- approving all transfers within the Agriculture Cadre up to the level of Additional Director, and all inter-regional transfers of class III and class IV staff;
- approving recruitment of staff in class III and class IV at headquarters level;
- approving the publication of the annual report of DAE;
- approving development projects controlled by DAE, reviewing and reporting progress achieved as required by donors and Government of Bangladesh;
- ensuring full DAE participation in implementation of the NAEP and providing support services to other extension partners as required;
- managing overall institutional development and change within DAE, including the setting of targets and monitoring of progress;
- reviewing and revising DAE management procedures and systems to ensure maximum efficiency.

2.5 MANAGEMENT TOOLS

Greater responsibility at local levels requires a strong management support system. DAE has begun to develop specific tools to assist managers provide effective support and to help improve overall extension performance nationally. The management tools adopted by DAE are described below and include:

- technical audits;
- work programming; and
- the Block Supervisor Award Scheme.

Technical Audit

The Technical Audit is a tool which can be used by managers to check the quality and quantity of extension services provided at field level. The results are used to provide advice and guidance for improvements and to congratulate staff for performing well.

Thana and district staff are directly responsible for planning, implementing, monitoring and evaluating extension programmes. Headquarters and regional staff provide supervision, support, encouragement, motivation and high level technical skills to thana and district staff. Headquarters and regional staff also have monitoring and evaluation responsibilities, in two key ways:

Financial performance: Checking expenditure, through internal financial audit, related to operating extension services at field level.

Technical performance: Supervising and checking the quality and quantity of extension services provided at field level, through **Technical Audit**.

The Technical Audit is a means of strengthening supervision from regions to districts and thanas. While headquarters can effectively monitor the performance of the nine regions, it is not possible to directly monitor performance in the 64 districts, and this role is fulfilled by the Additional Director, Region, using the Technical Audit. The Technical Audit is a structured checklist used by the Additional Directors (Region) to assess the extent to which thana and district staff are following DAE's extension approach effectively. This means that it is based on the primary data sources that should already exist. The Technical Audit consists of the Additional Directors Region checking to see if these sources exist, and if they are being properly used. A guide for conducting Technical Audits is included in **Annex IV**.

Supervision by Headquarters Staff

Although responsibilities for supervision have largely been decentralised to thana, district and regional staff, headquarters maintains an interest in what is being done at field level. In addition to their routine functions, specific headquarters staff have been allocated supervision responsibilities for specific districts.

During supervision field visits, headquarters staff are encouraged to use the three Technical Audit checklists shown in **Annex IV** at district, thana and block levels respectively. In addition, at regional level, headquarters staff should check the following:

- conduct and reporting of Technical Audits implemented by the Additional Director (Region);
- conduct and reporting of Agricultural Technical Committee meetings by the Additional Director (Region);
- extent and results of linkages between the regional DAE office and the regional office of Bangladesh Betar.

Work Programming

Work Programming is the system by which Block Supervisors plan and assess the work they do. This was previously done using the Fortnightly Visit Schedule. However, this had a number of weaknesses, for example it did not enable task completion to be verified.

DAE developed the work programming system in order to:

- provide BS with increased freedom and responsibility for planning and assessing their own work, and hence raise their motivation;
- provide supervising officers with a means of assessing BS performance against verifiable indicators and provide a framework for the recognition of good work.

Work programming was piloted in two districts in order to test whether the concept, developed by the DAE Management Committee, worked in practice. These pilot programmes showed Work Programming to be both effective in increasing performance levels and popular with officers and BSs.

There are five stages in the work programming process:

- **Planning** at the beginning of each fortnight, by the Block Supervisor, of tasks to be carried out during the following two weeks, and agreement of this plan with the supervisor;
- **Implementing** of the tasks;
- **Assessment** by the Block Supervisor of their own performance at the end of the fortnight;

- **Constructive analysis** of performance in a meeting between the Block Supervisor and supervisor;
- **Agreement** of a new work plan for the next fortnight, incorporating initiatives to improve capability, resource availability and motivation where required and learning from the successes and failures of previous work programmes.

Work Programmes are prepared and assessed using the form shown in **Table 2.4**.

TABLE 2.4: FORTNIGHTLY WORK PROGRAMME

BLOCK SUPERVISOR: FORTNIGHTLY WORK PROGRAMME					
NAME:			PERIOD COVERED BY THIS WORK PROGRAMME	FROM:	UNTIL:
Work Programme Approved:	BS Signature	Supervisor's Signature	Review completed	BS Signature	Supervisor's Signature
	DESCRIPTION OF TASK (What, When and Where)	PERFORMANCE INDICATOR (Verifiable Outputs)	ACTUAL OUTCOME		COMMENTS
1					
2					
3					
4					
5					
6					
7					
8					

BS work programming forms have four columns:

- Column 1:** List of tasks to be completed during the work period;
- Column 2:** Verifiable indicator to show the expected output from the task;
- Column 3:** Record of what was actually achieved;
- Column 4:** Comments - causes of failure or consequences arising from experience.

Block Supervisors are responsible for listing tasks and indicators in Columns 1 and 2. Supervisors are responsible for reviewing and approving Work Programmes. Block Supervisors are responsible for implementation, then assessing performance using Columns 3 and 4. Supervisors are then responsible for analysing performance with the Block Supervisor, and agreeing a new work programme. The five stages of work programming are described below.

Stage 1: Planning and Agreeing a Work Programme

Every Block Supervisor must complete Column 1 (Description of the Task) and Column 2 (Performance Indicator) prior to a meeting with the supervisor to approve or adjust tasks.

A task is an activity that needs to be undertaken, usually at a particular place and at or by a particular time. The tasks on the Block Supervisors Work Programming form should contain:

- what is to be done;
- where it is to be done; and
- when (or by when) it is to be done.

Sometimes, supervisors may have work that Block Supervisors need to carry out over the coming fortnight. These should be discussed with Block Supervisors prior to their completing the Work Programming form, to provide a starting point for the Block Supervisor in developing tasks and completing the first column.

A performance indicator is the expected outcome of a task, allowing activities to be assessed at the end of the fortnight, and showing if tasks that were agreed have been effectively implemented. Performance indicators must be:

- S** - Specific and **S**tretching
- M** - **M**easurable
- A** - **A**greed and **A**chievable
- R** - **R**ealistic
- T** - **T**ime-bounded

Once Block Supervisors have completed Columns 1 and 2, a meeting with the supervisor should be held. During the meeting, the supervisors should check that the tasks that Block Supervisors have suggested are consistent with :

- the DAE Mission Statement and New Agricultural Extension Policy;
- the Block Supervisor Job Description;
- the Annual Thana Plan; and
- the procedures and principles in this manual.

Supervisors should also check the targets that Block Supervisors have set to ensure that they are not so low that they are easily achievable, and not so high that they can never be attained.

During the meeting, it is important that:

- Block Supervisor's ideas are considered and only changed if the change is agreed between both parties;
- the outcome of the previous periods work programme is taken into account; and
- the meeting is used to identify development needs and as an opportunity to motivate the Block Supervisor.

Work Programmes give the Block Supervisors more of a chance to plan their own work. Allowing the Block Supervisors to have more control in the planning of their work should increase their motivation. Once the supervisor and Block Supervisor have reached an agreement over the work plan, they should both sign it in the spaces provided.

Stage 2: Implementing the Work Programme

Block Supervisors are responsible for implementing each task, to achieve the performance indicators that were agreed. Block Supervisors should keep the work programme, and refer to it frequently over the fortnight. They can use their diary to record details about the tasks they have implemented in order to provide information when reviewing progress.

Stage 3: Assessment of Performance

At the end of the fortnight the Block Supervisor should record the actual outcome of the tasks that were agreed. Each Block Supervisor should complete Column 3 and Column 4 on the Work Programming form.

Stages 4 and 5: Constructive Meeting, and Agreement of New Work Programme

Once the Block Supervisor has implemented the Work Programme, there should be an analysis meeting with the supervisor. The meeting should be at the end of the fortnight so that the assessment of the fortnight's work and the agreement of the next fortnight's work are meaningful. The meeting will give the Block Supervisor an opportunity to talk through the work they have carried out in the last fortnight, and gives the supervisor an opportunity to assess the effectiveness of this work. Supervisors should ensure that they have a copy of the Block Supervisors Work Programme for the previous fortnight and a copy of the Thana plan.

Supervisors should remember that the performance of Block Supervisors is related to:

- **Capability** - the ability of each individual, in terms of their skills, knowledge and understanding, to implement agreed tasks to a high standard;
- **Resources** - the resources available to implement tasks - such as training materials, transport or other resources;
- **Motivation** - the willingness of each individual to perform their job to the best of their ability.

Low capability, resources or motivation can lead to poor performance. The meeting is designed to provide an opportunity to identify development needs and areas where Block Supervisors need assistance to improve the standard of their work. This might be by improving capability, changing the level of resources, or developing motivation. The analysis meeting helps to:

- measure the performance of Block Supervisors;
- measure changes in the performance of Block Supervisors;
- increase motivation by recognising good performance;
- recognise the development needs of Block Supervisors; and
- recognise the role of each Block Supervisor in the New Agricultural Extension Policy.

To achieve these objectives during the meeting, the supervisor must:

- behave in a friendly manner;
- end on a positive note;
- praise good work;
- invite the Block Supervisor to contribute, state their position and views on performance;
- ask about specific problems.

Block Supervisor Award Scheme

DAE's mission is to provide an 'efficient and effective' extension service to farmers. If this mission is to be achieved, all DAE's employees must perform their specific roles to a high standard - low performance is neither efficient nor effective.

The performance of staff is influenced by a variety of factors, but one of the most important of these is how motivated those staff are. Motivation can be defined as the desire an individual has to do a particular job. Motivation is effected by a variety of factors, these include promotion, pay, degree of responsibility and recognition of high performance.

There is very little DAE managers can do to influence the promotion prospects and wage levels of DAE staff, but they can ensure that high performance is adequately recognised. Recognition is an important 'management tool' that managers can use to improve the performance of their staff. Recognition is the process whereby a manager will congratulate, praise and/or reward a subordinate who has worked hard or achieved notable results.

Block Supervisors are perhaps the most important group of staff in DAE because they provide the front line service to farmers. The quality and effectiveness of the service provided by the Department depends on the skill, capacity, understanding, creativity and motivation of Block Supervisors.

The Block Supervisor Award Scheme aims to recognise the role of the Block Supervisors and to reward outstanding performance.

The scheme takes place every year at Thana level. The Thana "Block Supervisor of the Year" is awarded with a certificate and a gift but, most importantly, is given public recognition and appreciation for their role in helping to achieve the DAE Mission.

Selection of the Block Supervisor

The selection of the 'Thana Block Supervisor of the Year' is made in the following way:

DECIDING THE BS OF THE YEAR
<ul style="list-style-type: none">• each officer in the Thana (TAO, AEO, AAEO and JAEO) individually selects the three highest performing Block Supervisors that they work closely with, and assesses their performance using an evaluation sheet;• all the Block Supervisors fill in a self evaluation sheet;• the supervisory officers in the Thana meet to consider all the selections and assessments, and a decision is made to recommend the three highest performing Block Supervisors from the Thana to the Deputy Director of the District. The evaluation forms for the three highest ranked Block Supervisors are sent to the Deputy Director, the other evaluation forms are retained in the Thana office;• The Deputy Director audits the performance of these three Block Supervisors, by assessing their performance against the standards expected of them and by speaking to farmers in their Block, before making the final decision of 'Thana Block Supervisor of the year.

In selecting the 'Block Supervisor of the Year' the Thana Officers and the Deputy Director of the District pay attention to the following sources of information:

- direct feedback from farmers;
- the Block Supervisors Diary;
- the Block Supervisors Demonstration Register;
- SEMS Forms;
- Fortnightly Work Programmes; and
- FINA Reports.

Any BS who is performing his/her job adequately should be able to demonstrate the that:

- their **BS Diary** is up to date, and contains the following:
 - a completed Block Data section at the start of the diary;
 - each day's activities;
 - farmer problems;
 - action taken in response to farmer; problems; and
 - the 5 most important problems recorded during each Problem Census;
- their **Fortnightly Work Programmes** over the last year show the range of extension activities that they have been undertaking, including:
 - work with groups; and
 - liaison with NGOs;
- the **SEMS forms** that are being used to monitor extension activities are up to date for the activities that they have undertaken and show the numbers of contacted farmers and the number of testers;
- their **Demonstration Register** is up to date for all demonstrations and that they are in the process of being or have been implemented (this can be verified by their work programmes);
- **Farmer Information Needs Assessment** (FINA) has been undertaken and at least four Problem Census were completed in the preceding year.

However, if a BS can demonstrate all of the above it only shows that they are performing their job to a satisfactory level. A high performing BS will have been doing these things and more.