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APPENDIX A SURVEY QUESTIONNAIRE

General Instruction

In this questionnaire there are a number of questions and scales designed to measure your perceptions, opinions, and expectations regarding Bureau of Agriculture's state of performance and what would have been or should be done. Please answer the questions as honestly as possible.

Some sets of questions ask you to choose one or to rank in order of importance among different alternatives that are numbered/ coded. Others ask you to rate the degree or extent of certain situation using 11 points scale (0 - 10). In all cases write the code number of your choice only in the box provided at the right side next to each question. If a question is not relevant to you, write NA (Not applicable) in the box.

I IDENTIFICATION

Respondent Name _____	<input type="checkbox"/>
District _____	<input type="checkbox"/>
Zone _____	<input type="checkbox"/>
Region _____	<input type="checkbox"/>
Federal _____	<input type="checkbox"/>

Respondent's Work Area Category

- | | |
|--------------------------------------------|------|
| Federal Department Heads | (1) |
| Federal Team Leaders | (2) |
| Federal level expert | (3) |
| Regional Bureau Head | (4) |
| Deputy Bureau Head | (5) |
| Heads of Departments | (6) |
| Regional Team Leaders | (7) |
| Zonal coordinators | (8) |
| Zonal level expert | (9) |
| District Coordinator (Rural & Agric, Dev.) | (10) |
| District Agricultural Office Head | (11) |
| District Team Leaders | (12) |
| Development Agents | (13) |
| District level expert | (14) |

Respondent's Job position Category

- Top-level manager** (*includes federal or regional heads or deputy heads; service departments – planning, administration, finance etc – leaders etc*) (1)
- Middle level manager** (*includes federal or regional level department heads, district office heads or coordinators etc*) (2)
- First level manager** (*team or section or project leaders at all levels*) (3)
- Non-managers** (*all none managers at all levels*) (4)

II DEMOGRAPHIC CHARACTERSTICS

1. Age (in years) _____
2. Gender: [1] female [2] Male...
3. Marital status: Never married (1)
- Married (2)
- Separated/divorced (3)
- Widowed (4)
4. What is your highest level of formal education/qualification?
- Primary school (Grade 1-6) (1)
- Junior secondary school (Grade 7& 8)..... (2)
- Secondary school: (Grade 9-12.) (3)
- Certificate (4)
- Diploma (2 or 3yr)..... (5)
- Bachelor's degree..... (6)
- MSc. (7)
- PhD..... (8)
5. Please indicate your field of specialisation in the highest qualification mentioned above:
- Plant Production (1)
- Crop Protection (2)
- Horticulture (3)
- Soil Science (4)
- Animal Science (5)
- Agricultural Economics (6)
- Agricultural Extension (7)
- Agricultural Engineering (8)
- General Agriculture (9)
- Other (Specify:.....) (10)



6. Please indicate your highest formal qualification in extension.
- None..... (1)
 - Extension courses in in-service training..... (2)
 - Extension courses in agricultural diploma programme... (3)
 - Extension courses in BSc programme..... (4)
 - Diploma in extension..... (5)
 - BSc degree in extension..... (6)
 - Masters degree in extension. (7)
 - PhD degree in Extension. (8)
7. What formal training have you had in Management (indicate your highest qualification)
- None..... (1)
 - Management courses in in-service training... (2)
 - Management courses in Diploma Programme (3)
 - Diploma in Management (4)
 - Bachelor in Management (5)
 - Masters degree in Management..... (6)
8. Did you take part in any in-service training in extension?
- Yes. (1) No. (2)
9. If yes, for how long? Total number of weeks: _____
10. Did you take part in any in-service training regarding management?
- Yes. (1) No. (2)
11. If yes, for how long? Total number of weeks: _____
12. Have you done any self-study in extension (read books etc.)?
- No (1)
 - A little..... (2)
 - Yes (3)
13. Have you done any self-study in management (studied books, etc.)?
- No (1)
 - A little..... (2)
 - Yes (3)
14. For how long (in years) have you been employed in the Department of Agriculture?
 Indicate number of years
15. How many years of experience have you had in extension on the following operational levels
- a. Frontline extension work (DA)
 - b. Subject matter specialist/expert
 - c. Supervision or management of extension
 - Total
16. What is your current job position/title at work?
 Title (Position) _____

20. How would you, using the same 10-point scale rate the different management levels (a = Top level managers; b = Middle level managers and c = First level managers) in your situation or district/region in terms of the following main aspects of management:

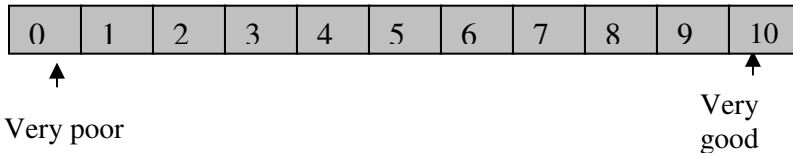
- | | (a) | (b) | (c) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|
| 1. Planning (<i>Determining objectives of Organisation and selecting approach and course of action for their accomplishment.</i>) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Organising (<i>Process of relating employees and their jobs to each other to accomplish organizational objectives.</i>) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Staffing and Human Resource Management (<i>Selecting competent employers, developing them and rewarding accomplished organizational objectives</i>) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Leading and Influencing (<i>Inducing individuals or groups to assist willingly and harmoniously in accomplishing organizational objectives</i>) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Controlling (<i>Assuring the efficient accomplishment of organizational Objectives</i>) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Budgeting (<i>Effective budgeting and budgeting control</i>) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

21. How do you assess your own functional efficiency in your current position (post) using the same scale?
- 21(a) How effective would you be without your immediate manager? (Please indicate using the same scale)
- 21(b) How effective would you be without knowledge support from subject matter specialist(s). (Answered by development agents only)
- 21(c) How effective would you be without knowledge support from regional subject matter specialist(s). (only answered by district level subject matter specialists)

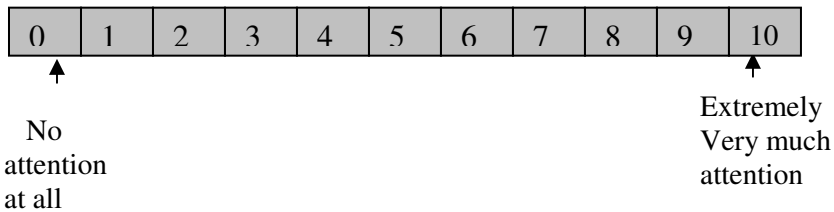
22. Using the scale below, how do you rate the following aspects of knowledge in terms of:

- (a) Your own knowledge
(b) Knowledge of first level managers
(c) The knowledge of second level managers
(d) The knowledge of top level managers

	(a)	(b)	(c)	(d)
Agricultural-technical knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extension knowledge and skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managerial knowledge and skill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

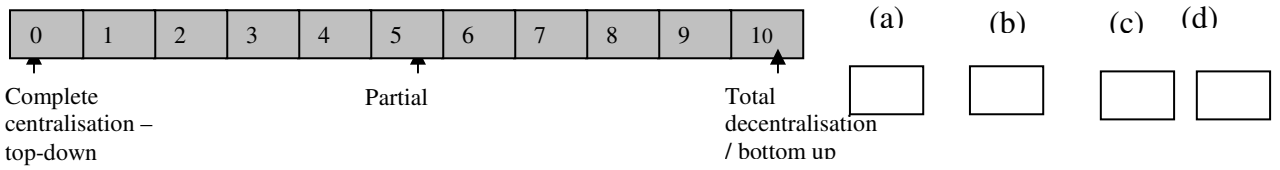


23. Indicate what extension services are currently offered and the extent of their focuses or emphasis in your work area, using a (0-10) point scale: emphasis recommended emphasis achievable level of recommendation (in %) without additional resources:

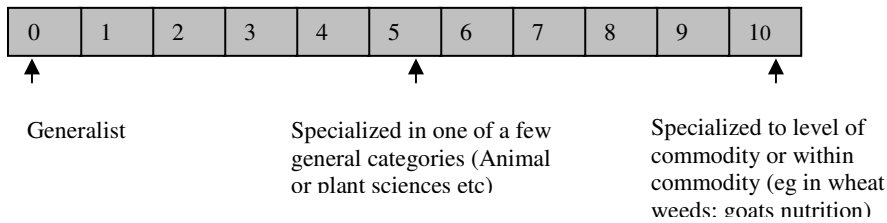
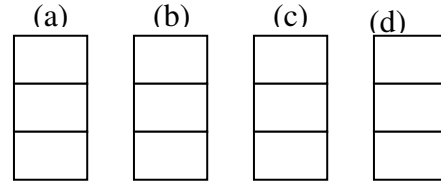


Type of services	(a) Current focus	(b) Recommended	(c) Achievable (%) without additional resources
Crop development & protection	<input type="text"/>	<input type="text"/>	<input type="text"/>
Livestock development & protection	<input type="text"/>	<input type="text"/>	<input type="text"/>
Water (irrigation) use & management	<input type="text"/>	<input type="text"/>	<input type="text"/>
Soil and Land utilization	<input type="text"/>	<input type="text"/>	<input type="text"/>
Forest and wild life dev't & protection	<input type="text"/>	<input type="text"/>	<input type="text"/>
Cooperative management	<input type="text"/>	<input type="text"/>	<input type="text"/>
Home economics	<input type="text"/>	<input type="text"/>	<input type="text"/>
Non-agriculture activities (inputs distribution and loan repayment collection)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Involvement in Local government administrative work	<input type="text"/>	<input type="text"/>	<input type="text"/>
Theoretical training	<input type="text"/>	<input type="text"/>	<input type="text"/>
Practical training	<input type="text"/>	<input type="text"/>	<input type="text"/>

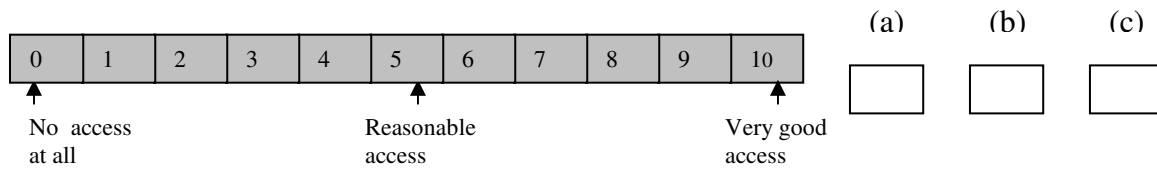
32. Increased decentralisation (in terms of program planning approach – such as bottom/top-down)



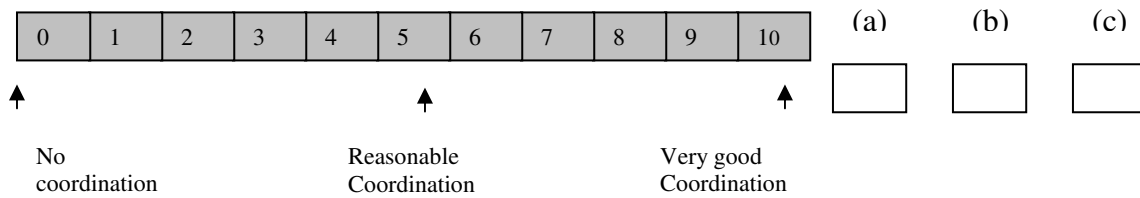
33. Increased Specialisation
DA (Site Development agents)
Extensionist
Subject matter specialists (SMS)



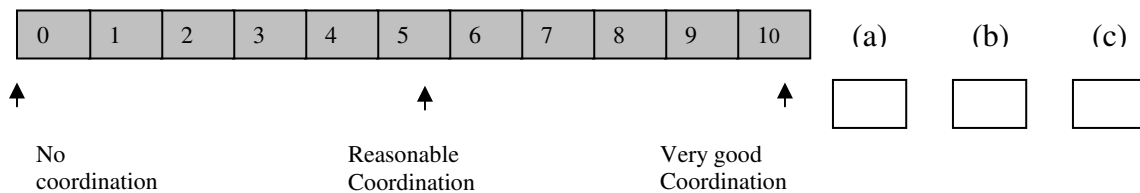
34. Improved access of small farmer to credit and other production inputs



35. Improved internal coordination (among departments or support service sections)



36. Improved external coordination (i.e. with other service providers)



41. Increased in-service training in extension

(a)	(b)	(c)	(d)
Current No of weeks in-service training/year	Recommended No of weeks in-service training/year		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

42. Increased in-service training in subject matter

(a)	(b)	(c)	(d)
Current No of weeks in-service training/year	Recommended No of weeks in-service training/year		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

43. Increased in-service training in management

0	1	2	3	4	5	6	7	8	9	10	(a)	(b)	(c)	(d)
↑					↑					↑	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
No training at all			Acceptable frequency					Extremely very high frequency						

44. Less frequent restructuring of organisation

0	1	2	3	4	5	6	7	8	9	10	(a)	(b)	(c)
↑					↑					↑	<input type="text"/>	<input type="text"/>	<input type="text"/>
Far too infrequent			Acceptable frequency					Far too frequent					

45. More involvement in planning of structural changes or adaptations

(Indicate percentage influence of different stakeholders)

	(a)	(b)	(c)
Politicians (political forces)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Top managers	<input type="text"/>	<input type="text"/>	
Senior Experts	<input type="text"/>	<input type="text"/>	
Total	<input type="text" value="100%"/>	<input type="text" value="100%"/>	



51. Improved appraisal system for recognising performance

0	1	2	3	4	5	6	7	8	9	10	(a)	(b)	(c)	(d)
											<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
↑					↑					↑				
Vervoor					Reasonable					Excellent				

52. More appropriate departmentalization

Commodity based departmentalization	(1)	(a)	(b)	(c)
Functional based departmentalization	(2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matrix based departmentalization	(3)			
Customer based departmentalization	(4)			
Other (specify) _____	(5)			

53 How important do you rate each one of the following functions of the SMS (Subject Matter Specialist):

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

↑
↑
 Unimportant Extremely important

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 1. Assistance and advice to farmers and development agents with problem cases and when requested. | <input type="checkbox"/> |
| 2. Training of farmers where knowledge base does not exist among development agents. | <input type="checkbox"/> |
| 3. Training of development agents (courses where necessary) – reactive function | <input type="checkbox"/> |
| 4. Continuous and purposeful knowledge upgrading and capacity building of development agents working in the respective fields (pro-active) | <input type="checkbox"/> |
| 5. Assistance of development agents with message design i.e. designing messages that are technically, economically and human behaviour relevant(where requested) | <input type="checkbox"/> |
| 6. Become specialist regarding relevant commodity/discipline in area of responsibility in relation to current production, prevailing problems, needs of farmers (including research needs if there is no solution), priorities and solutions to be promoted by extension | <input type="checkbox"/> |
| 7. Seeking solutions through adapted research/demonstrations (adapting innovations to specific local conditions) | <input type="checkbox"/> |
| 8. Remain abreast of new research, developments and knowledge in field of specialisation | <input type="checkbox"/> |

54. Regarding the span of management, please indicate the current (where applicable) and the recommended no of sub-ordinates per supervisor or manager for management to be effective.

	Current number of sub-ordinates	Recommended Number of sub-ordinates
Number of DAs subordinate to supervisor		
Number of District office Heads subordinate to Agricultural and Rural Development Office coordinator		
Number of District Heads of agricultural offices subordinate to Zone coordinator		
Number of District Heads subordinate to Bureau Head		

55. Which of the following statements come closest to your view regarding the recommended future role of the Zonal Department of Agriculture? Please place in rank order of acceptability.

1. The Zone Agriculture should be disbanded completely.
2. The Zone Agriculture should remain as it is.
3. The Zone Agriculture should be expanded to coordinate and manage all issues relating to the districts.

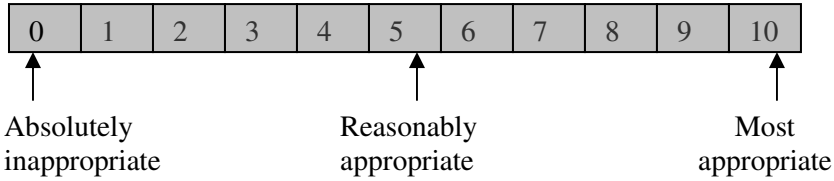
1 st	2 nd	3 rd
<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>

56. What is your view regarding the accountability of the District head: Agricultural Development Office? Please indicate the acceptability of each of the following alternatives by means of the following 10 point scale:

1	2	3	4	5	6	7	8	9	10		
↑								↑			
Unimportant										Extremely important	

1. The district head should be accountable only to the District Administration
2. The district head should be accountable only to the Bureau of Agriculture
3. The district head should be accountable to both the District Administration and the Bureau of Agriculture

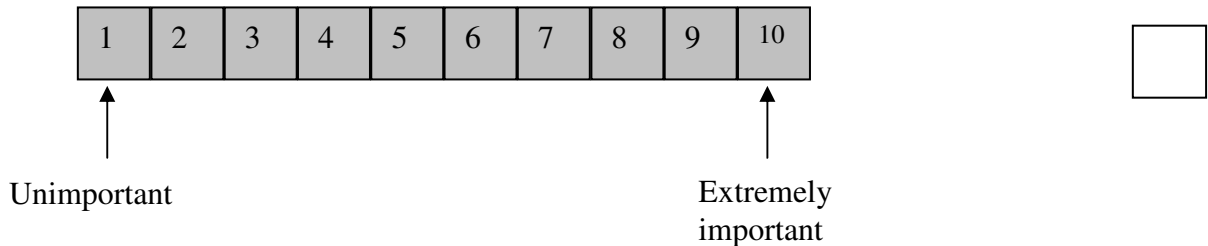
57. In setting regional goals the following are alternative approaches. Assess them in terms of their appropriateness, using the following 10-point scale:



1. Set the production goals at regional level.
2. Set the goals at regional level and control with zones and/or districts.
3. Set goals at district level to be coordinated at regional level.
4. Set goals at PA (peasant association) level to be coordinated at the district and then at regional level.

58. Lack of coordination between different extension organisations often results in unnecessary duplication or working at cross-purposes, with the result that the frequently scarce extension resources are not effectively utilised, thereby seriously reducing or undermining the potential extension input.

How serious is this problem in your opinion? Please give an assessment on the following scale:



59. To get another perspective of your viewpoint regarding the seriousness of the lack of coordination as a problem, please consider it along with some other problems and list them in order of importance.

1st	2nd	3rd	4th	5th	6th	7th

1. Lack of coordination
2. Poor competence of development agent
3. Lack of commitment of extension personnel
4. Poor management of extension
5. Inappropriate extension approach
6. Frequent restructuring
7. Political intervention

60. Which of the following is closest to your idea of good coordination:

1. Extension organisations and/or agents assist each other and work together to be more effective and efficient (cooperation).
2. Extension organisations and/or agents work in such a way that they don't do the same work, but complement each other by either focusing on different areas, different communities, different commodities or different functions (co-ordination).

61. Considering the various report forms sent in by extension workers every month, what purpose do you think they currently mainly serve and should they mainly serve (In both cases list the following alternatives in order of preference)

1st 2nd 3rd 4th

--	--	--	--

(a)

1st 2nd 3rd 4th

--	--	--	--

(b)

1. To provide information mainly for policy makers
2. To provide information for management (to improve management)
3. To provide information that allows frontline extension personnel to improve their extension
4. To provide information that serves as evidence of success or progress for purposes of accountability

62. Assess the adequacy or sufficiency or favourableness (using the scale provided) of the following in your working situation (or the extension situation of your development agents).

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
---	---	---	---	---	---	---	---	---	----	----	----	----	----	----

**Altogether
Insufficient/
unfavourabl**

Sufficient/
favourable

Much more
than sufficient/
favourable

1. Extension or teaching aids (materials and equipment)
2. Office accommodation and equipment:
3. Transportation (Vehicles, cycles, draft animals etc)
4. Finance (For fuel, per diem allowance, etc)
5. New technologies and information (availability and relevance)
6. Skilled manpower (in their respective fields)
7. Farmers' willingness
8. Government policies and regulations (such as land and agri.related inputs)
9. Agro ecological factors (climate, land fertility etc)
10. Political forces or factors



65 Indicate how important the following criteria (1 to 4) are (a) currently and (b) should be for promotions or appointments in the following ranks: (Assess the importance by using the following scale)

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

↑
Counts nothing / should not count at all

↑
Is decisive / should be decisive (count everything)

Types or levels of managerial ranks	C R I T E R I A							
	1. Qualification		2. Proven Performance		3. Personality		4. Political affiliation	
	(a)	(b)	(a)	(b)	(a)	(b)	(a)	(b)
Development agents' supervisor								
Team leader at District level								
District Head at District level								
Team leader (Regional level)								
Department Head (Regional level)								
Deputy Bureau Head								
Bureau Head								

66. What, in your opinion, has been the influence of the changes in the organisational structure of 2002 on the following: (Indicate by giving an assessment – using the following scale – of the situation (a) prior to 2002 and (b) after 2002:)



↑
Extremely
negative (bad)

↑
Extremely
positive (good)

Categories	(a) Before 2002		(b) After 2002	
	At district level	At regional level	At district level	At regional level
1. Management effectiveness (effective utilization of resources - manpower, time, finance and materials - to achieve organizational goals)				
2. Management participativeness (involvement of subordinates or workers in decisions that affect them)				
3. Work climate (trust and support among workers and between subordinates and managers)				
4. Coordination (among departments and between stakeholder organizations in confronting common problems and finding synergistic solutions)				
5. Level of communication and openness (between workers/ managers and between organization's managerial hierarchies)				
6. Extension delivery effectiveness				
7. Job satisfaction (your own situation)				
8. Job satisfaction at development agent level				
9. Motivation (Achievement recognition, workers' involvement in decision making that affect them and justice in workers' placement, transfer and promotion)				
10. Financial resources availability(amount)				

67. Most development agents can increase their productivity and efficiency. Assuming that you/the development agents were highly competent, productive and effective, what percentage of your/their current work time would you/they require to do and to achieve what you/they are currently accomplishing?

68 The average efficiency of Extension is, according to some literature sources, approximately 130 percent, i.e. for every 100 Birr invested in extension, the return is 130 Birr. What would you guess is the average efficiency of the development agents (Department of Agriculture), expressed as a return per 100 Birr invested as above

- 1. in your area (or your own efficiency)
- 2. in your District (Region)
- 3. in Ethiopia:
 - (a) in the small scale farming situation
 - (b) in the commercial or large scale farming situation

69 Considering your assessment of the current state of Extension, please rank the following in terms of their potential contribution to improve the effectiveness:

Improved management	(1)	Highest contribution	→	<input type="text"/>
More accountability	(2)			<input type="text"/>
Better or more training	(3)			<input type="text"/>
Less restructuring	(4)			<input type="text"/>
Better staff selection	(5)			<input type="text"/>
Better extension approach	(6)			<input type="text"/>
More financial resources	(7)			<input type="text"/>
Less political interference	(8)			<input type="text"/>
More transportation facilities, materials and equipment	(9)			<input type="text"/>
More agricultural new technologies and information	(10)			<input type="text"/>
Better government policies and regulations	(11)	Lowest contribution	→	<input type="text"/>