

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA.

A RESEARCH PROJECT ON
INTENSIVE RABI CROP CULTIVATION PROGRAMME, 1986-87: ANALYSES OF
VERTICAL COORDINATION IN PROJECT MANAGEMENT.

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INTRODUCTION

The term Co-ordination may be explained as orderly arrangement of group efforts to provide unity of action in the pursuit of a common purpose. In the Public Service, this may mean ensuring co-operative work amongst public servants at various level in one organisation or in different organisations and also with people outside public service involved in specific programmes.

A developing country like Bangladesh calls for planned change through socio-economic programmes. Government is having the sole responsibility for the same up till now. For success of such programmes, it is, therefore, required to attain a high degree of co-ordination for effective integration of groups, organisations and individuals involved in the process of work. Attainment of the same is considered to be difficult for various reasons.

As it is often termed that failure of Governmental programmes are mainly for lack of co-ordination among various level of government involved in a programme the Board of Governors of BPATC in their meeting dt.22.12.1986 decided to get into a study on "Assessment of problems of co-ordination among various levels of government and in between Departments." As since this is a very broad spectrum study, it was later on decided to limit the study and try to focus on problems of vertical co-ordination as may be pointed out looking into one specific programme of the Government. The evaluators of this study suggested to take up the case of "Intensive Rabi Crop cultivation Programme of year 1986-87" for study. This is a programme of Ministry of Agriculture implemented through the Department of Agricultural Extension in co-operation with Agricultural Research Organisations, various in-put providing agencies like Bangladesh Agriculture Development Corporation and the loan providing Banks etc. It was expected that a study on co-ordination in such a

(II)

nation-wide programme would be sufficiently representative to picturise the existing situation.

The objectives of this study were pointed as follows :-

- (i) To prepare a local case study for BPATC Training courses;
- (ii) To identify the specific areas(of IRCP, 1986-87) where the problems of vertical co-ordination existed.
- (iii) To examine as to how personal attitudes affected co-ordination with regard to the implementation of the programme ;
- (iv) To prove the impact of socio-economic environment on co-ordination; and
- (v) To suggest possible remedies for existing problems of vertical co-ordination as were observed in IRCP 1986-87.

The research team tried to get into the full depth of the process of implementation as adopted in IRCP, 1986-87 in search of the above objectives and reflect the findings in the report.

CHAPTER-I

CONCEPTUAL FRAME WORK, LITERATURE REVIEW, AND METHODOLOGY

1.10. Co-ordination - A concept:

In the organisations, either public or private, co-ordination plays the most important role to harmonise and synchronise all group efforts towards achievement of the common goal.

Men work in groups. Big work calls for larger participation of persons. Organisations plan, direct and supervise the entirety of a programme through group activities towards achieving the targets. Summation of the fragmented work done at various level of an organisation makes the total work. This calls for unity of action at all levels of the organisations. The process through which such unity of action can be secured may be termed as the process of co-ordination.

It is difficult to plainly and exactly articulate what co-ordination means. It may be assumed that co-ordinated efforts are needed to secure coherence and tuning of activities in organisational work. The organisations are therefore considered as impersonal system of co-ordinated efforts.

Mooney defines Co-ordination as "the orderly arrangement of group effort to provide unity of action in the pursuit of a common purpose".¹ As per Dimock and Dimock it is "Placing the many aspects of an enterprise in proper position relative to each other and to the programme of which they are a part; it is harmoniously combining agent, and functions towards achievement of a desired goal".²

The above definitions speak of co-ordination as providing unity of action and also proper positioning of organisational aspects for accomplishment of desired work, Mooney, therefore, also terms co-ordination as "the first principle of management".³

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1. James Mooney- "The Co-ordination Principle" in Joseph A. Litterer, ed., Organization, New York, John Wiley, 1963, P/34.
 2. M.E.Dimock & G.O.Dimock - Public Administration (New Delhi, Oxford and IBH Publishing Co., 1953), Ch-XVII, P/257-58.
 3. Mooney - Op cit P/39.

It is the unifying mechanism as defined by Spriegel, "The unifying activity of management that enables the members of the organisational team to move resolutely and with confidence toward its objective".⁴

It is the mechanism to work in clumsiness of big organisations for securing co-operation and team spirit. As explained by Dr.Sharma, "Co-ordination means negatively, the removal of conflicts, working at crose purposes and overlapping from administration, Positively, it aims to secure co-operation and Team work among the numorous employees engaged in the work of the organization."⁵

Time and order of performance in a programme is very important. Co-ordination may therefore also be termed as the function of relating activities with respect to time and order of performance. In the opinion of Professor L.D.White. "Co-ordination is the adjustment of parts (of an organism) to each other, and the movement and operation of parts in time so that each can make the maximum contribution to the product of the whole".⁶

Dimock and Dimock opined, "Co-ordination is more than control which constitutes merely the methods of evaluating costs and progress on a time schedule in terms of the objectives of the programme".⁷

Co-ordination is therefore not controlling the activities only. It is the binding force. It is to ensure regulated work; it is to ensure response in the need in a desired pattern and ensure the performance in regulated time over-coming all hindrances.

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4. Spriegel, W.R.Davis, E.C. - Principles of Organisation & Operations. The staff relationships APPA.
 5. Dr.M.P.Sharma - Public Administration in Theory & Practice, Kitab Mahal, Allahabad, India, 1977 P/129.
 6. White.L.D. - Introduction to Study of Public Administration P/128.
 7. M.E.Dimock & G.O.Dimock - Public Administration, New York, Rinehart and Winston, 1969, P/402-3.

1.11. Types of Co-ordination.Inter-Departmental.

When two or more organisations are required to be co-ordinated a situation for inter-organisational co-ordination arises. This linkage function has two pre-requisites for its operation, the structure and the process. The structural issues of Co-ordination relate to allocation of functions among various units of the Organisations, while the process issues are concerned with such matters as compliance, conflict, motivation and Co-operation.

Intra-Departmental:

Modern organisations for public administration are individually big enough. One organisation has different departments in it to look after segments of total work of the organisation. Unity of command, chain of control, and motivation of the working personnels to the organisational needs are very important factors for efficient work. This requires thorough co-ordination of all efforts in the organisation itself both vertically and horizontally.

Horizontal Co-ordination:

Bigger tasks are performed through line agencies. Each agency is assigned with part task which are to be accomplished and ensured by them for summated total task. Such Inter-organisational activities require co-operation and co-ordination among the organisations and also among different groups in the same organisation. Again, in any organisation there are departments which perform part task of the organisation. These part work are also to be regulated and flow of work has to be ensured so that one department's work may not create blockade for another. This sort of co-ordination is to be ensured horizontally.

Vertical Co-ordination:

This is a two way process of co-ordinating work from top to down and vice-versa. Staff agency of the Organisation is to make the total plan and programme, set up objectives, issue directives, ensure supervision, call for reports, fix up responsibility and accountability, and through

chain of command to ensure and measure implementation. From bottom as well, necessary feed-back to top management is required which may keep them informed of the practical situation there. Such upward and downward co-ordination is the vertical process.

1.12. Rationale of Co-ordination:

Organisations perform their tasks through individuals and set of individuals dividing the total task into activities in a planned and designed pattern. Goals may be achieved only when individuals and groups perform their tasks in the programmed manner. This is possible only when work is regulated in a co-ordinated manner.

The need for co-ordination naturally comes up when large number of people or groups are involved in one work. Personnels working at different levels might work in different directions which may lead to disharmonise the unity of action. Ignorance of others work may cause overlapping. One may put importance to his part of work only and encroach in other's work. Also some people's greed for power and self importance may spoil the work. These are to be resolved.

Co-ordination is concerned with both policy and administration. Policy should be clear for proper understanding of the individuals of organisations. Programme should elaborate functions and group tasks for concerned departments and individuals. This will clarify interdependency of goals and subgoals. If the goals of the units and sub-units are not primarily understood co-ordinated work is not possible. If overall goal is to be achieved, efforts of various units and sub-units in an organisation and also in line organisations must be co-ordinated.

If the agencies are to assert their best, they must have clear idea of goals. For this clarification, information must be clear to all. This requires improving the communication process. Information is a real power and sharing of the same promotes inter-unit, inter-organisational, and inter-personal interaction. This sharing is possible through co-ordinated manner of communication. This will enable the working group to put their best energy, enthusiasm

and efficiency towards organisational objectives. Resources may be channelised in right direction in scheduled time. This calls for thorough co-ordination of entire business.

Development activities are performed through formal public organisations. Government in any country has its organisations for formulation of policies and implementation of the same. Public organisations have predetermined national targets. Their services are conditioned by set up service rules & work procedures conditioned under Rules of Business and Financial Rules etc. Established bureaucracy work in public service. Multiple organisations are found to be entangled in same work. This often results in duplicacy of work. A very common picture is that parts of big business are controlled by different organisations.

In face of scarcity of resources planned use of the same by unity of directions may lead to best implementation of a programme within available resource. Unity of directions is the essence of co-ordination.

The chief disadvantages of bureaucracy is what may be referred to as isolationism. Excessive specialisation encourages exclusiveness which resists contact with others and to accept other's views. This hinders both the group activity and also the unity of efforts. In many organisations individuals tend to avoid responsibility, some are found indifferent to work and some may be observed doing excesses. Administrative variables and values are, therefore, to be so designed that these impersonal attitudes and conflicts are overcome and a work-force is regimented to co-ordinated work.

In order to secure this, co-ordination problems must be identified. Skills are to be developed to cope with the problems. Proper communication of idea and policy is to be ensured. The elementary necessity is to clarify the programme of an organisation. Goal should be set in a manner so that this is clear to all functionaries. Individual and organisational responsibility should be clear. Inter and intra-organisational conflicts may be removed. Work load of individuals and organisations may be assessed and rationalised. Organised efficiency with developed co-ordination may lead to achieve the goal.

1.13. Mechanism of Co-ordination:

Co-ordination can be achieved in formal and also in informal methods.

Formal:

In the formal method sound organisation having clear line of authority can help. As opined by Prof.L.D.White,

"An organisation characterised by clear lines of authority,adequate powers,well understood allocation of functions,absence of overlapping & duplication of efforts and proper delegation of work in itself reduce the necessities of co-ordination".⁸ Also in his opinion "sound organisation itself is conducive to easy co-ordination, there is a co-ordination of jobs which proceeds the co-ordination of men."⁹

Secondly,Organisational and Institutional devices like convention, panel, committee,staff unit,inter-departmental conference, and co-ordinating officers may ensure co-ordination.Proper planning,creation of influence of central purpose,creation of regional co-ordinating offices,introduction of simple rules and methods,advising from advisory agencies,creation of local co-ordinating committees etc.may help establishing co-ordination.

Informal:

In the informal manner,personal contacts,exchange of ideas,neighbouring relations,informal meetings,and use of purpose in informal discussions are helpful.

There might be considered two main ways of achieving co-ordination. One by organisation,when organisation clarifies goal,makes proper division of work, assign responsibilities and authorities and maintain chain of command and control. Secondly,by dominance of ideas when the idea itself will generate unity of purpose and individual will put his personal effort in the stream of common efforts of the organisation.

8. White L.D. - Op.Cit, P/213-14

9. White L.D. - Op.Cit, P/39.

Planning & Scheduling:

Planning and co-ordination should proceed together as all plans are inter-related and require organised efforts. Co-ordination thus should come out from total management process. Proper consideration would be given to inter-related activities of organisations and units of an organisation so that integrated work leads to common goal. Pre-schedulings of all activities should be there in the plan. Co-ordination should look to schedulings.

Organogram:

Structure of the organisation is also a very important factor. Chain of command should be clearly defined. Appropriate man-power and resource are to be accommodated. It has also to be looked if the sharing of work load is properly done. Rationality of this is also a must to keep the spirit and enthusiasm of the working personnels.

Communication:

Another most important device for effective co-ordination is proper communication. Downward, upward, lateral and cross i.e. vertical and horizontal and all other sorts of communication should be clear. Two way communication should gear the information flow which may result in good co-ordination. In the two way flow upward communication consists mainly of ideas, comments, reactions, attitudes and reports through all level from the lowest. Downward flow is characterised by clarifications, interpretation orders, instructions, policies for supervision and guidance of subordinates. Horizontal, Vertical, Cross, series and parallel all ways of communication are required to be channeled in large programmes. Timely decision making and ensuring flow of inputs and other requirements can only be possible if information flow is geared to operational requirements.

We know that a fair gap exists between policy making level and field officials as both the categories do not participate in both the activities and this leads to a gap of their knowledge in the work of other persons. Proper communication is to bridge this gap, else co-ordinated work is not possible.

Relevant information are to be transmitted to all involved. As opined by Floyd Mann," The organisational function of communication is to transmit enough relevant information accurately and efficiently so as to reduce or prevent incompatibility, irrationality and unwanted diversity in the behaviours and attitudes of those involved."¹⁰

Again means of communication e.g. written, verbal, telephones, meetings, informal meets, visits, inspection, training, use of mass media, posters etc. should be carefully selected and used to ensure the flow of information to get it accepted by receivers. Unless proper mode is used information may loose in the air. As opined by Drucker," In the absence of effective communication the information revolution can not produce information".¹¹

Proper mode of communication bridges the information gap leading to effective co-ordination.

Ideology:

Ideological conviction towards national service urges people towards their commitments. When working people are committed to one ideological view co-ordination of their work becomes easier.

Others:

In the interest of co-ordinated work the programme should be so designed that all are aware of the contact personnels. There should be easy flow of efforts. The working procedures should be simplified as far as possible. Group discussion, co-ordination meetings, intra and inter-organisational committee formation, personnel contact, interchangeable visits etc. are also helpful to secure co-ordinated work.

10. Basisls Poulos and Floyd Mann - The Community General Hospital, New York Mac Millan 1962, P/500.

11. Peter F. Drucker - Management, Pann Books in association with Heinemann, 1981, P/398.

1.20. The Project: Agriculture and IRCP-A co-ordinated effort:

Bangladesh is an agricultural country confronted with many problems specially shortage of food production and ever-increasing population causing extreme poverty. About 80% people of Bangladesh depend on agriculture and agriculture is their only means of employment. As 80% people depend on agriculture, Bangladesh has to lay prime importance to agricultural programmes for increasing production in fields; as the increase in food production may reduce poverty and provide food to poor people.

Agriculture of Bangladesh faces serious hazards like flood, draught, pest attacks, cyclones, tidal waves etc. Farmers are not sufficiently aware of modernised means of cultivation, use of HYV seeds, use of farm implements, and co-operative or planned farming. In this circumstance planned programmes are essentially to be implemented by the Government under thorough supervision. Government has to ensure the irrigation facilities, arrange genetic research and develop rational cropping system using HYV seeds. Government departments are to train the farmers on use of micronutrients, use of balanced organic and inorganic fertilizers, and take pest control measures. The farmers are to be trained in the uses of modern techniques of cultivation through demonstration. Above all, to meet up the increase in expenditure of cultivation, farmers are to be helped with bank loans on easy terms.

1.21. IRCP:

Intensive Rabi Crop Cultivation Programme is a detailed programme of DAE. This programme is taken under Intensive Crop Production Programme of Ministry of Agriculture for a particular year. Rabi crops are grown during winter. Bangladesh enjoys best weather during October-March. During this period generally there is no rain, flood or cyclone and regular sunshine helps to increase the production of the rabi (exposed to sunrays) crops. This programme is therefore given highest importance as it is free from natural calamities that would otherwise impede agricultural production in other seasons.

During mid 70s, crop failures caused extreme food shortage. Government in the Two Year Plan 1976-80 fixed annual production targets of different crops and gave all importance to increase production of Boro, Aus and Aman rice, and wheat to achieve self sufficiency in food. Accordingly, Ministry of Agriculture under Intensive Crop Production Programme included three special programmes namely, Intensive Rabi Crop Cultivation Programme (IRCP), Intensive Transplanted Aman Production Programme (ITAP) & Intensive Aus Production Programme (IAP) in 1979.

IRCP is run since then and the third Five Year Plan indicated that during the Second Plan output of food grains increased by over 2.6 million tons and of this amount 2.38 million tons came from rabi crops like boro and wheat which speaks of further expectations from IRCP.

Presently, about 20% net cropped area of Bangladesh is cultivated under Rabi Programme. In the governmental calculation out of 21.5 million acres cultivable land 8.0 million acres are cultivated under Rabi Crops. There is enormous scope for bringing more land under the cultivation. It has immense possibility of producing large number of crops like boro rice, wheat, maize, millets, barley, potato, oilseeds, sugarcane, pulses, tobacco, flux, cotton and various vegetables.

As the farmers are generally poor, agricultural inputs and mechanised means are not easily available, Government is to take the responsibility to make these available to farmers. Government views as described in the IRCP booklet are :-

- i) Increase irrigation facilities to bring more land under cultivation and also increase per acre production.
- ii) High yielding seeds are to be made available to farmers for introducing such varieties and thereby increase production;
- iii) Use modernised techniques to increase production and thereby to attempt for attaining self sufficiency in food and also increase per-capita income of farmers.

- iv) To produce and introduce alternate food habits by increased production of wheat, potato, vegetables etc. and thus to ensure mitigating shortage of food and nutrition.
- v) Increase work opportunity for unemployed agricultural labour force and provide them income opportunity.

IRCP 1986-87 specially emphasized production of boro rice, wheat, potato, sweet potato, mustard seeds, ground nut, pulses, various vegetables, sugarcane, tobacco, coconut etc. DAE drew up the total programme beforehand and published a booklet on IRCP 1986-87 describing the government target and mechanism for implementation of the programme.

Targets taken for Rabi Crops in 64 districts of Bangladesh were as follows :-

Crop	Lands (acres)	Production (Tons)
Boro Rice	42,65,000	11,36,000
Wheat	20,00,000	16,00,000
Potato	2,75,000	12,00,000
Mustard Seeds	9,00,000	3,24,000
Vegetables	3,25,000	11,37,500
Sugarcane	4,00,000	72,34,000
Tobacco	90,000(Ordinary variety)	42,500
	60,000(Cigarette)	28,500

60,650 and 610 demonstration plots were to be developed for sweet potato, pulses and ground nuts respectively. 1,32,600 coconut plants were to be grown in the season in 30 nurseries and garden-bases for distribution/selling to farmers. Maximum possible number of HYV boro (depending on Upazila funding) demonstration plots were to be prepared. Field services wing of DAE was to develop 500 boro, 20 potato, 500 wheat, 100 mustard and such other fertilizer demonstration plots for other crops. These were taken as direct measures for attracting, encouraging and teaching farmers for more cultivation and to have larger yields.

The activities involved in this programme are given at Appendix-2.

The Block Supervisors were to educate farmers on the process of cultivation and help them at every stage during cultivation, harvesting, husking and seed preservation etc. B.Ss were to be trained at Upazila & District level and subsequently they were to train the farmers at fields.

The Department was to maintain liaison with the Ministry and the Field Service wing of the Department was to implement the programme making vertical co-ordination in stages of Region, District, Upazila and Block level. They were to ensure horizontal co-ordination in the 7 wings of DAE and with other line agencies like BADC, BARI, BRRI, AIS, Banks etc. The link is given at Appendix-3.

Personnels of other line-organisations are to be contacted at every available level for co-ordination in the process of successful implementation of the programme.

With this view a high level committee (National Committee) was constituted with 22 members from Ministry of Agriculture, DAE, BADC, BARC, BARI, BRRI, BJRI, Wheat Research Institute, and Soil Resource Development Institute. The members of the committee were to regularly visit the area selected for every member, supervise the field work there, evaluate progress, identify problems and try to give on the spot solutions. This committee was to sit once in a month in a meeting under chairmanship of the Secretary, Ministry of Agriculture to resolve the complicated problems faced in the process of implementation of the programme and thus to help co-ordinating the total process.

It is, therefore, evident that IRCP involves the co-ordinated effort of the government at the highest level down to the officials working in the field at union levels. Hence the co-ordination aspects of IRCP was considered to be an ideal case for study. But considering the scopes available for this study, the evaluation committee decided that the study may focus vertical co-ordination aspects of the IRCP 1986-87.

1.22. Survey Method:

The research survey of this project has been conducted during April'87 to December'87. The broad aim of the survey was to collect data on various points of co-ordination and to do this the following procedures were followed:-

- (a) Data were collected through primary and secondary sources. Primary source included personal observations obtainable through interview and questionnaire while secondary sources included study of DAE's Programme for IRCP 1986-87, various records, documents and literature.
- (b) The Class-I Officers of different grades from the Ministry and the Department of Agricultural Extension were interviewed through questionnaire. There were two sets of questionnaire, - one for the officers of the Ministry and the other for the officials of DAE upto field level.
- (c) The third set of questionnaire were designed for the Block Supervisors who are involved with selection/training of farmers and demonstration at fields. They are also involved in supervision of cultivation at all stages from the preparation of land to the harvesting of the crops including supply of all inputs. The investigators contacted them directly for collection of data through questionnaire.
- (d) The fourth set of questionnaire were designed for the direct beneficiaries i.e. the selected farmers who are directly involved with the cultivation of Rabi Crops and recipients of the inputs supplied by the Extension Department. The investigators contacted the clientele directly for the collection of data through this questionnaire.
- (e) The fifth set of questionnaire were designed to collect opinions of the local elites/solvent farmers/members of public who were not directly involved with the IRCP 1986-87. The investigators contacted them personally and collected data through this questionnaire.
- (f) The 1st two types of questionnaire were mailed in advance. Then by appointment with the addressees these were scheduled to be collected by the research personnel. The other types were directly collected by the investigators by personal contact with the clientele.

SAMPLE SIZE:

		<u>Proposed</u>	<u>Actual</u>
Officers of the Ministry(different status)	-	10	5
Officers of DAE (HQ)	-	10	5
Officers of DAE (Field)	-	20	28
Block Supervisors	-	50	47
Selected Farmers	-	90	90
General Public	-	20	21
Total	-	200	196

QUESTIONNAIRES: Designing, pretesting and finalization.

The questionnaires were designed to get the information that would be available from the levels of the respondents. The first set, for the officials of the Ministry, were designed mainly to find out :

- Existing co-ordination ;
- Communication and decision making process ;
- Formulation and Monitoring of the programme;
- Problems faced in co-ordinating the programme ;
- Attitude of the officials ;
- Suggestions for effective co-ordination;

The second questionnaire for the DAE officials included all the above mentioned factors. In addition the following points were also included.

- Difficulties faced in the supply of inputs; reasons thereto and steps taken for solution.
- Conflicts with the Ministry and within DAE.

The third set of questionnaire was designed for the Block Supervisors to collect information from the lowest level of DAE officials who are directly involved in the programme and working at field with the target clientele. Questions were asked mainly on the following :

- The requirement of all inputs and respective receipt;
- Quality, quantity and timeliness of inputs received;
- Problems faced to get the supplies and steps taken to remove them;
- Communication with the higher offices and with the cultivators;
- Co-ordination process during implementation of the programme and problems thereto;
- Suggestions for effective and better co-ordination.

The fourth set was for the selected farmers and these were designed to get information on :

- Socio-economic background of the farmers;
- Receipt of inputs like seed, fertilizer, pesticides, irrigation equipments, loans etc. and the nature of problems faced by them;
- Communication with the officials involved in the programme and their attitudes;
- Training and its effectiveness;
- Overall co-ordination related to the above;
- Suggestions for better and effective implementation of the programme;

The fifth set was designed for the members of the public to make comments on the various points regarding the implementation of the programme.

- Procedures followed for the selection of the cultivators, supplies of inputs, communication established between the cultivators and the officials;
- Extent of co-ordination achieved in the programme and problems faced;
- Suggestions for better and effective implementation of the programme.

These questionnaires were prepared in simple Bengali language. The 1st and 2nd set of questionnaires were pretested by administering them to the personnel at the Ministry of Agriculture and to a few DAE personnels at H.Q. and field. The 3rd, 4th and 5th set of questionnaires were administered each to two target clientele and pretested. The pretested questionnaire were extensively discussed and necessary improvements were made. They were then finalised.

1.23. Selection of Sample Location:

The survey was conducted in 6 districts of Bangladesh namely Dhaka, Narshingdi, Narayanganj, Gazipur, Munshigonj and Manikgonj (Map at Appendix-1). These districts and Upazilas were first stratified according to physical characteristics effecting the Intensive Rabi Crop Cultivation, Different stratifications were made on the above mentioned districts and Upazilas looking to intensiveness of specific crops produced in the areas. In total 32 upazilas of six districts have been surveyed. These 32 Upazilas were selected from the whole sample of 6 districts. Each of these Upazilas were given importance and were placed in rank and order according to the variation of production of various Rabi Crops. The required number of Upazilas were selected on a random sampling basis. Though the districts and upazilas were stratified but due to some limitations the samples were sometimes purposive. This is due to non-availability of data from the appropriate samples. Moreover in some cases like Ministry and DAE(HQ) it was very difficult to get the questionnaires filled up. Acute problems were with DAE Head quarter who were unwilling to reply or to give their comments. They instructed their officers including field level officials for not replying to these sort of questionnaires which has hindered the early progress of the research project. In these cases only random sampling could be arranged.

1.24. Limitation and scope of the study:

The research Project on Analyses of vertical co-ordination with respect to IRCP, 1986-87 is an unique study. Very few studies, documents or reports or records on this subject are available in Bangladesh. Research study on extensive basis in this arena has hardly been conducted earlier. As such, this study can be categorised as an EXPLORATIVE RESEARCH.

The main limitation of the project was that the Director of the project was transferred from BPATC and this dislocation hampered the quick progress of the study.

Secondly important factor was the devastating flood in the country which delayed the collection of data as 79 villages of 32 Upazilas were under water for quite sometime.

The next important factor was the non-co-operation of DAE officials of Head quarter at Dhaka. As soon as they have heard that this sort of research study was going to be conducted, they instructed their officials at all level for not providing any information. Though the researchers managed to get data from field level by that time but it was very difficult to receive information from head office. Ultimately the interference from higher authority helped us to get very few questionnaires only from DAE Head quarter. In place of 30 questionnaire those were served in DAE, HQ only 6 questionnaires were returned of which one was totally blank. Virtually replies were available in only 5 questionnaires. Similar was the case with Ministerial officials. Except the Planning Cell and the concerned section no other officer was either familiar or interested in the programme. Many officers in the Ministry were contacted but they did not fill up the questionnaire. That is why only 5 questionnaires could be availed from the Ministry. This is a picture that represents the concern of the Ministry and the DAE in this programme.

CHAPTER-II

OBSERVATIONS

2.10. Selection of Farmers for Intensive Rabi Crop Cultivation

Programme - 1986-87 :

Department of Agricultural Extension had stipulated a few criteria for selection of farmers for this programme. These selection procedures are not same for all the crops. For some crops like sugar-cane, tobacco or vegetables, there is no laid down procedures (Annexure-A). Regarding the existing selection procedures, opinions of 90 farmers involved in this programme, 47 Block Supervisors serving in the sample Upazilas and 21 General Public (elites, political leaders, people's representative and teacher) were surveyed by administering different questionnaires.

It has been observed from the analyses that the majority of farmers have 2-4 acres of land (44%) whereas 18% have 5-7 acres of land Table-2.10(a).

Table No. 2.10(a).

Title : Classification of farmers on the basis of land holdings :

Amount of land	Frequency	Percentage
10 acres and above	10	11
8-10 acres	11	12
5-7 acres	16	18
2-4 acres	40	44
2 acres (below)	13	14
Total :	90	99

They were also asked to give the reasons for joining this programme. 51% of them joined on their own initiative, 33% joined as they were motivated by the Block Supervisors-Table No. 2.10(b).

Table No. 2.10(b).

Title : Reasons for joining this programme.

Reasons	Frequency	Percentage
Motivated by the Public Representatives	1	1
Encouraged by the Agriculture Officers	8	8
Encouraged the Block Supervisors	33	33
Encouraged by the performance of the neighbours.	7	7
On own initiative	52	51
Total :	101	100

The frequency shows that some of the cultivators had more than one reasons for joining this programme.

From the analyses of data regarding educational & social back ground it revealed that more than 94% of the selected farmers had education upto S.S.C. level; 54% had their annual income of Tk.20,000/- to 30,000/- while 46% had Tk. 30,000/- to 40,000/- Table 2.10(c) at (Annexure-B).

From the forgoing analyses it can be said that the solvent and willing farmers having some educational backgrounds were selected for intensive Rabi Crop cultivation. So these farmers were selected in conformity with the selection principle as laid down by Department of Agricultural Extension. The Block Supervisors (100%) have opined that the selection procedures were followed.

The opinion of the general public was a bit different. This group had a better educational background as shown in Table-2.10(d).

Table -2.10(d).

Title : Educational background of General Public.

Education level	Frequency 'f'	
S.S.C.	10	48
H.S.C.	7	33
Graduate	3	14
Post-Graduate	1	5
Total :	21	100

They were not associated with Intensive Rabi-Crop Programme 1986-87 but majority of them (67%) used to grow Rabi-Crops (Table - 2.10(e)).

Table - 2.10(e).

Title : Opinion on selection procedure - General Public.

Growing Rabi-Crops		Selection procedure of farmers	
Yes	No	Proper	Faculty
(67%) 14	7(33%)	16(76%)	5(24%)

When asked to give their opinion on the selection procedure followed in the programme, 76% opined that the procedure was proper while 24% said in negative. The reasons for negative answers have been stated to be :

The Agriculture officers selected the farmers by themselves and the farming lands of so-selected farmers were situated in such places that irrigation became difficult-even some times impossible.

This group has suggested that the following procedures might be followed for selection of farmers :

- (i) By the way of holding meetings with farmers, local elites, people's representatives and others, this programme should have been popularised. This could have motivated and the most suitable persons be selected.
- (ii) The farmers having adjacent lands be selected so that there was no problem of irrigation. A block of at least 5 acres should be taken.
- (iii) The lands might be tested to find the suitability of crops.

The above suggestions appear to be scientific and logical. This democratisation of procedure would create enthusiasm among the farmers. If soil testing is done and the suitable lands are selected the production would increase. The Agriculture Officer, here, would act as a co-ordinator rather than the autocratic selector. This would give rise to scope of co-ordination at the lowest level and that is how the officials would come closer to the common people. Hopefully, this would be helpful in achieving the objectives of the Department of Agricultural Extension and Upazila system as a whole.

2.20. INPUTS : Determination of requirements.

For the cultivation of Rabi-Crops, the following inputs are required :

- (a) Seeds
- (b) Fertilizer
- (c) Insecticides
- (d) Irrigation and related equipments
- (e) Loan.

The Department of Agricultural Extension though emphasised on the use of HYV seeds, fertilizers, insecticides, increase the irrigation area, and impart training extensively but not mentioned elaborately in their booklet about the procedures for the determination of the target of requirements. They have, of course, mentioned the requirement of fertilizer for only demonstration fields but not tried to determine the input requirement upazila-wise to on the basis of area.

The officers of the Ministry, Department of Agricultural Extension (HQ), and Upazila level were asked whether the targets of different inputs were determined. The responses are summarised below Table-2.20(a).

Table - 2.20(a).

Title : Target of input requirement was determined :Opinion of Officers.

Level of Officers	Targets determined		Not determined		Not known	
	No	Percentage	No	Percentage	No	Percentage
(i) Ministry	5	100	-	-	-	-
(ii) Department of Agricultural Extension.	3	60	-	-	2	40
(iii) Upazila	28	100	- v	-	-	-
Total :	36	95	-	-	2	5

95% of the respondents have confirmed about the determination of target.

2.21 INPUTS : Supply (QQT) :

Agricultural production is dependant on adequate and timely supplies of inputs. Even the quality and effectiveness of these inputs like insecticides, spares of machinery etc. are also every important. In fact, for better production the Quality, Quantity and time (QQT) of the supplies should be exactly what these should have to be. In this programme Bangladesh Agriculture Development Corporation (BADG) is responsible for the supply of seeds, chemical fertilizers and agricultural machinery. Insecticides are distributed by DAE. The cultivators are trained in the use of all procedures of cultivation like preparation of field, use of seeds, fertilizers pesticides and proper use of irrigation water by the DAE. Banks provide loans to the cultivators for the procurement of all inputs. DAE also maintains liaison with all allied sectors for the timely supply of all inputs. With regard to the supplied of inputs the beneficiaries i.e. cultivators were asked whether they got these supplies in adequate quantity and of good quality at the exact time of requirements. The responses are summarised below in Table No. 2.21(a).

Table- 2.21(a).

Title : Quantity, Quality and Time of supplies of inputs-Opinions of selected cultivators.

Inputs	Quantity		Quality		Time	
	Sufficient	Insufficient.	Good	Not Proper	In due time	Delayed.
Fertilizers	62(69%)	28(31%)	86(96%)	4(4%)	39(43%)	51(57%)
Seeds	62(69%)	28(31%)	72(80%)	18(20%)	46(51%)	44(49%)
Insecticides	43(48%)	47(52%)	33(37%)	50(56%)	50(56%)	39(43%)
Deep tube well/ Shallow tube- well/LLP	43(48%)	47(52%)	-	-	-	-

*Some of the respondents did not answer.

The Block Supervisors were also asked whether they received the inputs timely as per requirements and whether the inputs were of appropriate quality. The responses received are summarised below in Table 2.21(b).

Table - 2.21(b)

Title : Quantity, Quality and Time of supplies - Opinions of BSs.

Inputs	Quantity		Quality		Time	
	Sufficient	In sufficient	Good	Not good	Proper time	Delayed
Seeds	14(30%)	33(70%)	40(85%)	2(4%)	37(79%)	5(11%)
Fertilizer	9(19%)	38(81%)	35(74%)	3(6%)	32(68%)	6(13%)
Insecticides	11(23%)	36(77%)	24(51%)	16(34%)	33(70%)	6(13%)
DTW	7(15%)	40(85%)	24(51%)	5(11%)	26(55%)	7(15%)
STW	8(17%)	39(83%)	27(57%)	4(9%)	20(43%)	6(13%)
LLP	5(11%)	42(89%)	25(53%)	3(6%)	23(49%)	6(13%)

According to the Block Supervisors, the quantity of all the inputs was in -sufficient (70%-89%), the quality of supplied inputs was good except insecticides (34% opined in negative) and these were received more or less at the proper time. The rest (70%) opined in the opposite.

It has been found from the above that the supplies of seeds, fertilizers, insecticides and irrigation facilities were not satisfactory. There was dissatisfaction among the cultivators about the availability of supplies of inputs. On an average 41% did not get them in adequate quantity; 27% not in good quality and 50% not at proper time [Table-2.21(A)]. Attempts were taken to find out the opinions of the cultivators and BS's regarding the QQT of the supplies of each of inputs seperately. These are analysed in succeeding paragraphs - Oneby one.

2.22. FERTILIZER:

Bangladesh Agricultural Development Corporation (BADC) is responsible for supplying fertilizers and they have their own distributional channel throughout the country through the dealers and fair-priced shops. In an ideal situation, the cultivators should be able to procure fertilizers as per their requirements from these agencies. But 61% and 2% of these cultivators got fertilizers from BADC-dealers and fair-priced shops respectively while 32% bought from private shops and 5% from black marketers /_Table-2.22(a)_/.

Table-2.22(a).

Title : Source of fertilizers.

BADC dealers		Fair-priced shop		Private shops		Black markets	
Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
58	61	2	2	32	34	5	5

From the above table it is also evident that some of the respondents had to procure fertilizer from more than one sources. Cultivators who couldnot get fertilizers from BADC dealers were asked to give the reasons. The responses are summarised in Table 2.22(b).

Table - 2.22(b).

Title : Reasons for not getting fertilizer from BADC dealers-opinion of cultivators.

Reasons	Frequency	Percentage
(a) Distribution system	16	50
(b) Non-availability of fund (loan)	13	41
(c) Others	3	9

50% of the cultivators who did not get fertilizers from BADC dealers had blamed the distribution system while 41% could not buy for want of fund (loan). So, if loan was available in due time, this 41% could have purchased fertilizers. The distribution system should be improved/changed so that the fertilizers was available at the time of requirement. This is very important because all other factors remaining favourable, only the absence of proper fertility of land would result to low productivity.

2.23. SEEDS:

To become self-sufficient in food and in other crops, efforts are taken as a continuous process to innovate High Yielding Variety (HYV). Seeds of HYV are usually distributed by BADC. Cultivators producing HYV do also keep seeds for their own use or for sale. Through different questions, opinions of cultivators and BS's have been collected. Firstly, regarding the sources of procurement of seeds, the responses of the cultivators are given in Table 2.23(a).

Table - 2.23(a)

Title : Source of HYV seeds.

HYV Seeds procured from	Taka	Percentage
BADC Dealer/Fair price shop/Co-op. Society.	65	58
Private shops/Individuals	36	32
Black Market	11	10
	112	100

From 90 cultivators we got 112 responses i.e. some of them procured seeds from more than one sources. 58% procured from shops of organisational distributors while 32% from private arrangements and 10% from Black Market. They were also asked to say whether the distribution system of BADC was satisfactory and whether seeds procured from BADC were sufficient. 51% of the cultivators had opined that the distribution system of BADC was not satisfactory while 49% were satisfied with the system. Again 53% said that HYV seeds available through this system was not sufficient whereas 47% said in the reverse Table 2.23(b).

Table-2.23(b).

Title : Opinion on BADC distribution system.

BADC distribution system		HYV Seeds available through this system was	
Satisfactory	Unsatisfactory	Sufficient	In-sufficient
44(49%)	46(51%)	42(47%)	48(53%)

For a good harvest good seeds are required. The cultivators were asked to mention whether the seeds they received were of appropriate quality. 80% said in affirmative and 20% said in negative (Table 2.21(a)). The negative respondents were asked to give reasons thereto. The responses are tabulated below in Table 2-2.23(d).

Table-2.23(d).

Title : Reasons for seeds being low quality-Opinion of cultivators.

Reasons	Frequency	Percentage
(a) The seeds were mixed	5	48
(b) Procured from private shops-quality was not good.	6	33
(c) Block Supervisors did not instruct farmers for keeping the seeds properly	1	5
(d) Not answered	6	33
	18	99

Forty four cultivators (49%) did not receive seeds timely / Table 2.21(a)/. The respondents were asked to give reasons. 34% had maintained that dishonesty of officials was the reasons for this, 20% blamed the distribution system 16%, mentioned short supply and 5% bad communication. This is summarised below in Table 2.23(e).

Table 2.23(e)

Title : Reasons for delay in supply of seeds.

Reasons	Frequency	Percentage
(a) Dishonesty of officials	15	34
(b) Distribution system	9	20
(c) Short supply	7	16
(d) Bad Communication	2	5
(e) Not answered	11	25
	44	100

It implies that inspite of bad distribution system and other reasons, if the officials were a bit honest and sincere, delay could be avoided in 34% cases. Of course, dishonesty leads to mal-coordination.

2.24. PESTICIDES:

Pesticides are required to keep the crops free from insects and diseases. If good quality pesticides are not available sufficiently at the time of necessity, the production must be affected. When the cultivators were asked whether they used pesticides, 99% responded in affirmative. They were also asked to mention whether instructions were given by the Block Supervisors regarding the techniques of use of pesticides, 92% answered in affirmative whereas only 7% replied in negative. This is shown in Table 2.24(a).

Table-2.24(a)

Title : Cultivators used Pesticides and they were instructed.

Use of Pesticides				Instructions given			
Used		Not used		Yes		No	
Freq.	Percen.	Freq.	Percentage	Freq.	Percentage	Freq.	Percentage
89	99%	1	1%	83	92%	7	8%

The cultivators were also asked whether they received pesticides timely and sufficiently and whether pesticides received were of appropriate quality i.e. effective. 56% got them timely, 48% sufficiently and 58% got good quality pesticides (Table 2.21(a). In other words, the supply of pesticides was delayed for 48%, insufficient for 52% and supplied pesticides were adulterated or ineffective for 42% of cultivators. These affected cultivators were asked to mention the reasons for delayed and inadequate supply of pesticides. The responses received are summarised in Table-2.24(b).

Table-2.24(b)

Title : Reasons for delayed and insufficient supply of pesticides-opinion of cultivators.

Reasons	Insufficient		Delay	
	Frequency	Percentage	Frequency	Percentage
(a) Distribution system.	39	83	8	20
(b) Loan was not available in due time	7	15	15	39
(c) BADC Dealers were not keen	-	-	8	20
(d) High Price	-	-	8	20
(e) Not answered	1	2	-	-
Total :	47	100	39	99

These indicate that non-availability of loan from the Bank was the main reason for delay in getting pesticides (38%) and second reason was for insufficient supply (15%). Bad distribution system was the main reason for insufficient supply (83%) second for delay (20%). Cultivators could not get them timely due to dealers (20%) and high price (20%).

2.25. IRRIGATION EQUIPMENTS:

The cultivation period of Rabi-crops starts from early autumn and continues for three to four months. During this period the rainfall is more or less nil. So irrigation is a must and for this purpose three types of machines are used e.g. Deep Tube Well (DTW), Shallow Tube Well (STW) and Low Lift Pump (LLP). The cultivators were asked to mention the type of machine they used. The responses are given in Table-2.25(a).

Table-2.25(a).

Title : Types of machine used by cultivators.

Type used	Frequency	Percentage
Deep Tube Well (DTW)	38	42
Shallow Tube Well (STW)	20	22
Low Lift Pumps (LLP)	42	47

For 90 cultivators 100 responses received. It indicates that some of them used more than one type of machines for irrigation, LLP was mostly used (47%), DTW was used by 42% and STW was used by 22% of the cultivators only.

The cultivators when asked whether the irrigation facilities they got were in accordance to their needs, 48% responded that these were sufficient while the rest 52% responded in negative. (Table-2.21(a)). The latter group was asked to mention the reasons for their responses. These are summarised in Table-2.25(b).

Table-2.25(b).

Title : Reasons for irrigation facilities being unsatisfactory.

Reasons	Frequency	Percentage
The distribution and management system were defective	39	83
Could not procure for want of loan	7	15
Not answered	1	2
	47	100

Most of the dissatisfied cultivators blamed the distribution and management system of the authority for not getting irrigation facilities as per requirements while 15% mentioned that they could not get these facilities as they did not get loan timely.

The cultivators also require the assistance of mechanics of BADC to maintain these machines. They were asked to mention the extent of help, assistance and cooperation they received from these mechanics. The responses are summarised in Table-2.25(c).

Table-2.25(c).

Title : Extent of cooperation received for maintenance of irrigation equipments.

Responses	Frequency	Percentage
Full and whole hearted cooperation	24	27
Moderately cooperative	61	68
Reluctant attitude	1	1
Non-cooperative	4	4
	90	100

It indicates that more than $\frac{1}{4}$ th of the officials working at the lowest level of administration and associated with production oriented jobs are highly co-operative and helpful to the growers. 68% i.e. more than $\frac{2}{3}$ of these personnel are moderately co-operative and only $\frac{1}{20}$ th of them are non-cooperative.

2.26. TRAINING:

The selected cultivators are to be trained in different areas depending upon the crop itself. They need training so that they can adopt modern methods and technology used in agriculture. So training plays an important role in this field.

Regarding the training, 93% of the farmers involved in this programme opined that it was a necessity while only 7% said in the negative. In response to another question, 73% of the cultivators said that they had training and the rest 27% did not have Table 2.26(a).

Table-2.26(a).

Title : Training was necessary and cultivators trained.

Training was necessary				Whether he got any training			
Yes		No		Yes		No	
Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
84	93	6	7	66	73	24	27

They were also asked to mention about the appropriate level and duration of training required for the intensive Rabi-crops cultivation. The opinions available are summarised in Table-2.26(b).

Table-2.26(b)

Title : Level and duration of training-opinion of cultivators.

Field Level			Office Level.		
Duration	No. of responses	Percentage	Duration	No. of responses	Percentage
1-3 days	12	13	upto 10 days	8	9
4-6 "	17	19	15 "	8	9
7-9 "	8	9	30 "	2	2
10-12"	17	19			
15 days	16	18			
30 "	2	2			
	72	80		18	20

The field level training has been preferred to office-training (4:1). Regarding the duration, the opinion is most frequent at the duration upto 15 days both in the field and office level. In answering another question, 59% of the cultivators opined that combined and unified training imparted by all concerned organisations would be appropriate, while 29% had opined that training by an organisation imparted separately would be appropriate and 12% did not reply (Table-2.26(c)).

Table-2.26(c).

Title : Appropriate Technique of Training (cultivators' opinion).

Training	Frequency	Percentage
(a) Combined and unified training organised by all concerned agencies.	53	59
(b) Training organised separately by individual organisations.	26	29
(c) Not answered	11	12
	90	100

The Block Supervisors were also asked to give their opinion on the present system of training imparted to the selected cultivators. 96% of them opined that the present procedures of training was effective and sufficient.

The general public were asked whether the farmers selected for this programme were trained and if so, whether it was adequate. The available opinions are summarised below (Table-2.26(d)).

Table 2.26(d).

Title : Selected cultivators were trained-opinion of general public.

Selected farmers were trained		Given training was		
Yes	No	Adequate	Inadequate	NA
19(91%)	2(9%)	11(50%)	8(48%)	2(2%)

91% had mentioned that the selected farmers have been trained. 50% opined that the given training was adequate while 48% said that it was inadequate. The last group of respondents were asked to suggest the appropriate type and nature of training to be given to the cultivators. The suggestions available are given below (Table-2.26(e)).

Table 2.26(e).

Title : Types and nature of training as suggested by general public.

SL.No.!	Suggestions	Frequency	Percentage
(1)	In place of present system, the training should be given in the field i.e. on the job training.	4	50
(2)	Training should be given on modern technology.	2	25
(3)	The present duration is inadequate, it should be of one month's duration.	2	25
(4)	This should be given upto union level in co-operation with other related departments i.e. co-ordinated training.	2	25
(5)	The training should be given well ahead of commencing of cultivation.	2	25
		12	150

From 8 respondents, there were 12 suggestions. These suggestions can be given in one sentence as one month's co-ordinated training in modern methods involving all concerned departments be given at the field upto Union Level well ahead of commencement of crop cultivation.

2.27. LOAN:

For successful implementation of this programme, selected farmers are required to purchase different inputs. But all the farmers were not solvent enough to manage the required fund by themselves. So they had to take loan from Banks as per policy of the Govt.

The cultivators were asked to mention whether they took loan for cultivating Rabi-crops, received the loan timely or the loan received was sufficient. The opinions received are summarised below Table-2.27(a).

Table-2.27(a).

Title : Loan taken by Rabi-crop cultivators.

Loan taken	Did not take loan	Loan received but not sufficient	Did not received timely	Loan taken but had to face trouble
44(49%)	46(51%)	13(30%)	24(56%)	57(84%)

49% of selected farmers took loan to meet the expenditure of Rabi-crop cultivation. 30% received inadequate loan and 56% did not receive timely. Most of them (84%) had to face much trouble to get the loan.

While the elites (General public) were asked whether the selected farmers has to face troubles in getting the loan, 95% answered in affirmative (Table-2.27(b)). The Block Supervisors were asked whether the loan for this programme was available in time and in sufficient amount. The opinions are given below in table No.2.27(b). 94% and 96% of the Block Supervisors' opined respectively that the loan was insufficient and delayed.

Table-2.27(b)

Title : Problem faced by the cultivators in getting loans-General Public's opinion.

The cultivators faced trouble					
Yes			No		
Frequency	Percentage		Frequency	Percentage	
20	95		1	5	

Table- 2.27(c)

Title : Block Supervisors' opinion about availability of loan.

Loan was		Loan received	
Sufficient	Insufficient	timely	delayed
3(6%)	44(94%)	2(7%)	45(96%)

In replying a question 68% of the Agriculture Officers had mentioned that loan was not available in time.

The loan recipients who faced trouble in getting it (37 cultivators) were asked to mention the nature of difficulties they faced. The opinions are summarised in Table-2.27(d).

Table-2.27(d)

Title : Difficulties faced by the loan recipients (cultivators' opinion)

Difficulties	Frequency	Percentage
1. Did not get timely	24	56
2. Loan was not sufficient	13	30
3. The application was not considered in due time.	4	9
4. Too much pursuance was required	21	48
5. A portion of the loan received had to be given as bribe.	23	52
6. Had to get the loan through touts/Brokers by giving away a portion of the loan received.	13	30
	98	225

It is evident that on an average, one recipient faced more than two types of the difficulties 56% did not get timely, 52% got it by bribing, while another 30% got through touts/dalals and had to give away a portion of the loan. 48% blamed that too much pursuance was required to get it. 30% said available loan was not sufficient. Only 9% said that their application was not considered in due time.

2.28. SUPPLY OF INPUTS - OPINIONS OF OFFICERS, B.Ss. AND GENERAL PUBLIC:

In addition to the opinions so far analysed, there were a few other questions to find out the opinions of general public, Block Supervisors, DAE Officers (HQ and Upazila) with regard to the supply of different inputs to the cultivators selected for this programme.

The officers of DAE at the upazila and Head Quarter were asked to mention the problems they faced in ensuring the supply of inputs. There were 28 and 5 responses from upazila and Head Quarter respectively. There are summarised in the following Table-2.28(a).

Table-2.28(a)

Title : Problem faced in ensuring the supply of inputs-opinion of DAE (Upazila) officers.

Problems	Frequency	Percentage
1. Inputs i.e. seeds, fertilizers, insecticides, spares of irrigation machinery etc. were not available at the fixed price (the price was high).	22	67
2. The loan was not available on time	15	58
3. The seeds was not available on time.	11	33
4. Other inputs do not reach the particular place in time	12	36
5. There is no Govt. selling centre/whole-seller in the locality.	24	73
6. Inputs were not available as per required quantity	8	24
7. Lengthy and difficult procedure in getting Bank Loan	1	3
8. Inputs were distributed through agency other than DAE	1	3
9. Farmers were not trained regularly	1	3
10. Available water was not used properly	1	3
	96	303

On an average, every responder had mentioned 3 problems that they had to face during this programme. 73% had felt the need of a sell-centre or a whole-seller in the locality. This would ensure the availability of inputs at the price fixed by the government (67%). Problem of timely availability of loan, seeds and other inputs had been mentioned by 58%, 33% and 36% respondent respectively. The quantity was also insufficient (24%), 3% of the responders felt the loan giving procedure to be lengthy and difficult. Inputs were not distributed through DAE-appeared to be a problem to 3%.

The problem faced by the Block Supervisors regarding the supplies of inputs had been analysed in Table-2.21(b). These may be given in a generalised form as :

- (a) The supplies of inputs were not sufficient.
- (b) The quality of inputs received was not upto the standard.
- (c) Supplies of almost all inputs was not available at the due time.

They were asked to mention the reasons for having these problems. The responses are summarised below at table-2.28(b).

Table-2.28(b)

Title : Reasons for facing problems in getting the supplies-opinion of B.Sa.

Reasons	Stated	
	Frequency	Percentage
(a) Fund/Loan was not available/timely to buy the inputs.	4	9
(b) BADG could not supply sufficiently	17	36
(c) Concerned Officials were reluctant	4	9
(d) The market rates of inputs were higher than Govt. price.	33	66
(e) Lack of Co-ordination between various departments.	1	2
(f) Bad distribution system	9	18
(g) Dishonesty of officials	15	30
(h) Bad Communication	2	4
(i) Short supply	7	12
	62	126

On an average, every respondent had more than one reasons for having the problems in getting the supplies of inputs. The most frequent reason was the inability of BADG (36%), the second reason was dishonesty of officials (30%) and the third was bad distribution system 18%. 9% also blamed the officials to be reluctant in discharging their duties. Short Supply (12%) was another reason. This again speaks of dishonesty in distribution channel. Non-viability of loan (9%), bad communication (4%), high price of inputs (6%) were other reasons. Only one respondent (2%) had mentioned absence of inter-departmental co-ordination as a reason for problems.

The Block Supervisors were also asked to mention the affect of the problems stated above on the overall implementation of the programme. The responses are given below in Table-2.28(c).

Table-2.28(c)

Title : Impact of the problems on the implementation of the programme-opinion of B.Ss.

Impact	Frequency	Percentage
(1) For delay in getting loan, inputs could not be procured in time.	13	28
(2) The production was decreased	10	21
(3) Timely use of fertilizer could not be maintained and production affected.	9	19
(4) Cultivators were displeased	2	4
(5) Could not include more land under this programme	1	2
(6) Failed to prepare land in time	1	2
(7) Faced many difficulties	1	2
(8) Insects could not be controlled/killed -affecting production	2	4
(9) Not answered/No problem	8	17
	47	99

The maximum impact was due to non-availability of loan at the proper time. This had refrained cultivators to procure inputs (28%) resulting inability to use the fertilizer as per schedule (19%) & insects could not be controlled or killed (4%) which ultimately affected the production.

Member of public (21 persons) were asked to give their opinion whether cultivators got the inputs timely and sufficiently. 76% of them opined that the cultivators did not get their inputs timely and according to their requirements. When asked about the reasons for such a position, the responses received are summarised in Table-2.28(d).

Table-2.28(d)

Title : Reasons for not getting the inputs timely and insufficient quantity as stated by general public.

Sl.No.	Reasons	Frequency	Percentage
1.	The Govt. officials do not supply timely	9	60
2.	The Govt. officials neglect their duty, they neither co-operate with farmers nor with the officials of same/other departments.	7	47
3.	The Govt. officials instead of supplying them properly, sell the inputs in black market	6	40
4.	The farmers could not purchase them for want of capital as they did not get the loan	3	20
5.	Due to bad communication	2	13
6.	Due to distribution system	1	6
		28	186

The average number of reasons given by the respondents is 186. It is very interesting that 147% respondents have blamed the Govt. officials in some way or other for not getting the inputs timely and adequately. 47% complained about the negligence of duty and non-cooperation with the growers and with officials of same or other departments as well. And all these they did for their personal gain e.g, they sell the inputs in black markets (40%). The farmers could not purchase for want of money (20%) as they did not get loan. This again shows the inefficiency of officials (Bank's) if not for some other motivational reasons. 6% only have mentioned that distribution system of seeds, fertilizers, insecticides, loans (even water supply/irrigation) was bad. 13% have held responsible communication for the failure. It is a reflection on had selection of site and lands.

In response to another question, 95% of general public maintained that the farmers faced problems in getting loan for this programme. They were further asked to give the nature of these problems. The responses are summarised below in Table-2.28(e).

Table-2.28(e)

Title : Nature of problems they faced in getting loans according to general public.

Sl.No.	Nature of problem	Frequency	Percentage
(1)	The farmers have to give percentage/Bribe	16	80
(2)	The amount is insufficient compering the requirement.	16	80
(3)	The loans are not available in time	12	60
(4)	The procedure is complicated	1	5

Each respondent had mentioned more than two types of problems the farmers usually faced. 80% have mentioned that farmers have to bribe for getting loan. The worst was that even after the bribing neither they get the amount they needed (80%) nor they got the loan at the time of their need (60%). Only one person (5%) mentioned a very important problem in getting loan i.e. the complicated loan giving policy of the government. Since the farmers are not educated enough to understand the complicated policy, the touts/dalals even the officials might usually be tempted to take advantage of this.

2.30A: Background and experience of Officers.

The officers of the Ministry belonged to the Cadre Services (100%), while 80% and 96% of the respondents of DAE(HQ) and Upazilas respectively belonged to BCS (Agri) Cadre. The officers of the Ministry have varied experience from 5 to 25 years. 100% of the DAE(HQ) officers had more than 20 years experience. In the upazilas, the officers are comparatively younger and 75% of them had 6-10 yrs. experience (Table-2.30(a)).

Table-2.30(a)

Title : Experience of officers.

Status of office	Length of Service					Experience in the Present Post	
	1-5	6-10	11-15	16-20	21-25	1-5 yrs.	6-10 yrs.
	yrs.	yrs.	yrs.	yrs.	yrs.		
Ministry		1 (20%)	1 (20%)	1 (20%)	2 (40%)	4 (80%)	1 (20%)
DAE(HQ)	-	-	-	-	5 (100%)	5 (100%)	-
DAE(Upazila)	2 (7%)	21 (75%)	4 (14%)	-	-	19 (68%)	8 (29%) One respondent did not mention.

2.30B : Activities associated with : Officers

The officers of the Ministry are mainly associated with formulation of FYP, ADP and other works relating to policy making and co-ordination.

The details are given in 2.30(b).

Table-2.30(b)Title : Activities associated with - Officers of the Ministry.

Name of Activity	" F "	%
(a) Development works-Project formulation & release of fund	2	40
(b) Implementation of intensive Rabi-crop programme	1	20
(c) Formulation of National crop production programme and co-ordination of the programme	2	40
(d) Formulation of norms for providing loans to landless farmers	1	20
(e) Examination and preparation of TAPP	1	20
(f) Agricultural Statistics-preparation and preservation	2	40
(g) Preparation of ADP, FYP	2	40
(h) Planning of all Agricultural development programme	1	20
	12	240

The officers of DAE are mainly associated with works relating to implementation of Intensive Rabi-crop programme. The responses are tabulated below.

Table-2.30(c)Title : Activities Associated with-Officers of DAE(HQ).

Name of Activity related to the programme	f	%
(i) Survey of Insects and take necessary precautionary measures and give warnings.	1	20
(ii) Rats control	1	20
(iii) Supervision of all activities of this programme	3	60
(iv) Holding, attending and implementation of decisions of co-ordination meetings.	2	40
(v) Training-all types	1	20
(vi) Application and popularisation of modern technology of Agriculture.	1	20
	9	180

Supervision is done by 60% officers, co-ordination by 40% and remaining four other activities done by 20% of the respondents.

The officers of DAE working at Upazila were asked to name the activities they are associated with regarding the implementation of Intensive Rabi-crop programme. The responses are summarised in Table-2.30(d).

Table-2.30(d)

Title : Activities associated with : Upazila Officer of DAE.

Name of activity	f	%
i) Selection of demonstration plot and arrangements of its exhibition.	22	82
ii) Train the farmers regarding use of fertilizers, insecticides etc. and advise them as and when required.	17	63
iii) Making arrangements of irrigation facilities	14	52
iv) Prepare the plan, supervise implementation, and evaluate the same.	13	48
v) All activities for attaining the objectives i.e. increase of Rabi-crops production.	15	56
vi) Ensure supply of inputs (Seeds, fertilizers and insecticides)	8	30
vii) Inspection and supervision of the implementation activities of the Block Supervisors/farmers.	8	30
viii) Provide technical assistances and advice	5	19
ix) To advise the Bank officials for giving loan	1	4
	103	384

On an average, every respondent had mentioned nearly four activities they were associated with in connection with this programme. The main function was to select demonstration plots for different crops and arrange for their exhibition (82%). Next is to train, advise and supervise the farmers (63%); arrange irrigation facilities (52%), ensure supplies of inputs (30%), supervise B.Ss' works (30%).

2.31: Experience of Officers of DAE(HQ + Upazila) - Regarding supplies of Inputs:

The officers of DAE (HQ+Upazila) were asked to mention the nature of problems they have experienced in implementing this programme. The responses are given in Table-2.31(a).

Table-2.31(a)

Title : Problems mentioned by the DAE Officers (HQ + Upazila level).

Problem faced	HQ	Upazila	Total	%
1. Agriculture loan was not available on time.	-	13(46%)	13	39
2. Fertilizer, seed, Insecticides were not available timely.	-	8(20%)	8	24
3. STW, LLP and Spares/fuel were not available on time.	-	9(32%)	9	27
4. Budget allocation not received on time	-	7(25%)	7	21
5. Amount of inputs was not sufficient and quality was not good.	1(20%)	11(39%)	12	36
6. Communication/Transport problem	1(20%)	11(39%)	12	36
7. Co-ordination meeting was not held on time.	2(40%)	-	2	6
8. Problem regarding training of farmers	1(20%)	-	1	3
9. Visit to the field was not done on time.	1(20%)	-	1	3
10. High price of inputs	-	10(36%)	10	30
	6	69	75	225

Five officers of DAE(HQ) have mentioned 5 problems. 2 of these 6 problems were shared by 11(39%) respondent of upazila. The upazila officers faced problems mainly regarding the availability of supplies of inputs on time. They did not get loan (46%), fertilizer, seeds, insecticides (20%), STW, LLP & spares/fuels (32%), Budget allocation (39%); in a word all inputs timely. Whereas the HQ officers could not hold co-ordination meeting (40%) and could not visit fields (20%) on time. It appears that nothing went along with schedule. Of course, ~~in~~ there were other problems too. The amount supplied was neither sufficient nor of good quality. Communication/transport problem also was mentioned by officers of DAE & Upazila in the same proportion. 30% officer (upazila) mentioned about high price of inputs and while training of farmers was a problem to 20% of DAE(HQ) officers.

These officers were further asked to name the problems referred to them from the lower/field offices for giving a solution or taking a decision. Seven problems were named by the officers at H.Q. These were :

- (a) Problems in supplies of different inputs;
- (b) Lengthy and complicated loan distribution system;
- (c) Distribution system of different inputs;
- (d) Lack of prompt decision of upazila parishad;
- (e) Weak communication between Upazila and DAE;
- (f) Implementation target was not acheived;
- (g) Control of insects/rates and other hazards.

These officers were asked to mention the steps they had taken to solve the problems referred to them. The steps mentioned :-

- (i) High priority was given to solve the insufficient supply of seeds.
- (ii) For inputs like fertilizers etc. BADC was contacted.
- (iii) For timely and quick distribution of loan, BKB was contacted.
- (iv) For the solution of problems reported at (c), (d) & (e) above, discussions held at co-ordination committee meetings.
- (v) Proper instructions were given to solve problems of controlling insectis and rats.

The officers of Upazila had mentioned a number of problems that were referred to them. These are summarised below in Table-2.31(b).

Table-2.31(b)

Title : Problems referred to UAO for solution.

Sl.No.	Problems reported for solution	f	%
1.	Agricultural loan was insufficient and was not available on time.	18	64
2.	Problems with regard to irrigation equipments' repair, maintenance, fuels, spare etc.	16	57
3.	Training of farmers in the use of fertilizer and irrigation equipments' maintenance.	7	25
4.	Adulterated insecticides supplied/sold to the farmers.	8	29
5.	Inputs were insufficient and price was high	4	14
6.	Conflict between groups of farmers	2	7
7.	Local arrangement of inputs.	2	7
Total :		57	203

On an average, all the officers had mentioned two problems. The main complain was about agricultural loan. The loan was insufficient and delayed (64%). The second problem was the irrigation equipments' repair, maintenance, supply of spares and fuel (57%). The cultivators were supplied with adulterated insecticides (29%). The farmers ~~as~~ to be trained in the use of fertilizer, insecticides and minor repairs and maintenance of equipments (25%).

14% had mentioned the problem as the insufficient supply and high price of inputs. Problems about conflict between groups of farmer and local arrangement of seeds were reported by 7% in both cases.

These officers were also asked to mention the steps they had taken to solve the problems referred to them. The responses are given below in table - 2.31(c).

Table - 2.31(c)

Title : Steps taken to solve the problems.

Steps taken	f	%
(a) Banks were contacted for sufficient and timely distribution of loan.	11	39
(b) Discussions were held with other organisations to ensure timely supply of inputs.	10	36
(c) Training for farmers in the use of machines, fertilizers and insecticides etc. were arranged.	8	29
(d) The decision/advice was given during supervision/inspection of the field.	2	7
(e) Tried to solve through the Upazila Parishad	2	7
(f) Problems that could not be solved locally were communicated to the concerned organisation and/or DAE.	3	11
Total :	36	129

Of 57 problems referred to these officers, steps were taken to get a solution for 36 cases only. The rest 21 cases (38%) remained unattended. However, a good number of effective steps like arrangement of training (29%), spot decision/advice (7%) were given.

Other steps like discussion with Bank Officers (39%), other organisations (36%), Upazila Parishad (7%) were very practical, Reference to higher authority was made in 11% cases.

From the opinions given by cultivators and Block Supervisors it was observed that timely supply of quality inputs in sufficient amount could not be ensured properly. So, the officers of DAE at both the levels were asked to describe the problems they faced ensuring the supply of inputs. From the officers at H.Q. six responses were available. These are tabulated below table-2.31(d).

Table-2.31(d)

Title : Problem faced in ensuring input supplies-opinion of HQ officers.

Response	f	%
(a) This was BADC's affair, had nothing to do	1	20
(b) Dis not face any problem mentionable	1	20
(c) Inputs do not reach a particular place in due time and the quantity is not sufficient.	2	40
(d) The loan giving procedure is lengthy and complicated	1	20
(e) The price of input is higher than price fixed by the government.	1	20
Total :	6	120

Response (a) shows the reluctance of HQ officers about the problem of input supply. 40% mentioned about the problem of quality and time of delivery of inputs; while 20% had mentioned about the complicated and lengthy loan giving procedure and equally mentioned about high price of inputs.

They were further asked to mention steps they had taken to solve this problem. There was only one response ; namely :-

"Advised concerned people to take necessary steps."

This shows that the officers of DAE (HQ) are not even ready to take any step for ensuring proper input-supply but to advise only. 80% of them did not reply even. However, they were further asked to suggest any other steps that could have been taken for this purpose. There were two suggestions and they are :-

- (a) Input supplying agencies be alerted well-ahead of them.
- (b) At the field level (Union & Upazila), there should be a committee of farmers. This committee would determine the target of input requirement and the distributional procedure; the officials would help for successful implementation.

The responses given by U.A.O.: In all, 93 responses were given by 28 officers. These are summarised below in Table 2.31(e).

Table 2.31(e).

Title : Problem Faced by UAO's in Ensuring The Supply if Inputs.

Problem Faced	Frequency	Percentage
(a) Inputs like seeds, fertilizers, insecticides, spares and fuels of pumps/wells etc. were not available at the fixed price.	20	71
(b) Agricultural loan was not available on time.	19	68
(c) Seeds were not available on time	11	40
(d) Other inputs were not available on time	10	36
(e) There was no selling centres (Govt.) or whole sellers in the locality.	24	86

Problem Faced	Frequency	Percentage
(f) All the inputs available were neither sufficient not as per requirements.	6	21
(g) Inputs were distributed through agencies other than DAE.	1	4
(h) Available water was not used properly.	1	4
(i) Farmers were not trained regularly.	1	4
Total :	93	334

On an average, every respondent had faced more than three problems. High price was mentioned by 71%, non-availability in due time was mentioned by 68%, 40% and 36% for loan, seeds and other inputs respectively. In other words, it may be said that 143% did not get inputs timely. Absence of Government selling centres or whole-sellers of inputs was referred by 86%. 21% mentioned about insufficient supplies. The inputs, distributed through agencies other than DAE/appeared to be problem to 4%. Proper use of available water and training of farmers were problems to 4% in each case.

These officers were also asked to mention the steps they had taken to solve these problems. The responses are summarised in Table 2.31(f).

Table 2.31(f).

Title : Steps taken to solve the problems - U.A.O.

Sl.No.	Steps taken	Frequency	Percentage
1.	Communicated to the higher authority in writing or over telephone.	20	71
2.	Communicated to local authorities.	15	54
3.	Discussed with Dealers/shopkeepers personally	15	54
4.	Discussed with Banks personally	10	36
5.	Tried to solve through training of farmers/B.Ss.	4	15
6.	Discussed in meeting of Upazila Parishad	2	7
Total :		66	237

On an average, every respondent had taken 2.4 steps. For the solution, the problems were made known to the local authorities (54%) and also higher authorities (71%). Discussion/personal contacts were established with Banks and Dealers/Shopkeepers for loan, seeds, fertilizers or insecticides (36% and 54% respectively). Training was also used as a measure for solution (14%). Discussions were held in meetings of Upazila Parishads to solve the problem (4%). One respondent considered these to be national problem and hence did not take any step. This should not be the attitude of an officer. However out of 93 problems referred to the UAO's, the remaining 27 problems were not attended to.

They were further asked to mention other steps, if any, that could have been taken for solving the problems referred to them. The responses are summarised in table 2.31(g).

Table 2.31(g).

Title : Other steps could have been taken - U.A.O.

Sl.No	Steps should have taken.	Frequency	Percentage
1.	Sufficient stock of fertilizer, seeds, insecticides should be kept at Upazila to meet the need.	10	36
2.	Inputs should be supplied at a subsidised rate.	4	14
3.	Distribution and supply of inputs be done through DAE & not by BADC/Private dealers.	3	10
4.	Fertilizer/insecticide production be increased.	2	7
5.	Farmers be trained regularly.	2	7
6.	BADC must be made accountable to the Upazila authority.	2	7
7.	Repairing facilities for equipments i.e. a workshop be established at Upazila.	1	4
8.	Co-ordination between elected representatives be established.	1	4
9.	Irrigation system should be electrified and well planned.	1	4
10.	Necessary budget allocation be made in time.	1	4
11.	Award for best production be introduced.	1	4
Total :		28	101

Analysis : On average, everyone has suggested one activity that could be done

to solve the problems in addition to the steps they had already taken. One important suggestion is to build up stock of inputs at upazila level so that the farmers may get them at the time of their need. This would prevent the dishonest dealers and businessmen to exploit the growers. To this object, there is also suggestion that inputs should be distributed through the Extension Department and not through BADC dealers or private agencies. There is also suggestions of giving subsidy by the Govt. Among other steps, training of farmer, increase of production of fertilizers and insecticides, establishing of workshop at Upazila and control of Upazila Parishad over BADC officials are important. Co-ordination among elected representatives for making an equitable distribution of resources is also worth mentioning.

2.32 : EXPERIENCE OF OFFICERS - SOCIO - ECONOMIC INFLUENCE OF THIS PROGRAMME.

The officers of DAE (HQ & Upazila) were asked as to whether they were influenced by any political persons in taking decisions, 20% of H.Q. Officers and 11% of Upazila Agriculture Officers said in affirmative and the remaining 80% and 89% of officers said in negative.

They were further asked to mention whether they had noticed any Socio-economic effect of this programme. The responses were a few only (H.Q. officers - 40% and Upazila Officers - 50%). However, these are summarised in Table 2.32(a).

Table 2.32(a).

Title : Socio-economic effect on the programme.

Nature of impact.	Frequency	Percentage
(a) This programme was widely accepted by the local people.	7	44
(b) By producing more, people could improve their life style.	1	6
(c) Touts are benefited.	1	6
(d) Influential people/Bank officers favoured for their personal gain.	1	6
(e) It created an atmosphere of working together (for DTW users)	4	25
(f) Local rich persons sometime create pressure for more inputs.	1	6
(g) Sometimes rich people showed interest in modern technology.	1	6
Total :	16	99

2.40 : COMMUNICATION ESTABLISHED IN IMPLEMENTING THE PROGRAMME.

Communication is one of the basic elements of co-ordination. If there is no communication, there can not be any co-ordination. Two types of communication are generally used - formal and informal. Informal communication is mostly face to face discussion/telephonic discussions or instructions communicated verbally. Formal communication means preplanned and documented communications which are required by formal system. In implementing the intensive Rabi Crops Programme - 1986-87, communication had to be established between the following groups :-

- (a) Selected cultivators to officials.
- (b) Selected cultivators to Elected Representatives.
- (c) Official of lower office to higher office (Deptt.).
- (d) Officials of DAE to Ministry and vice-versa and with other related Departments.

In finding out the extent of communications established, the system used and the output of these communications, questions were put to the selected cultivators, Block Supervisors, Upazila Agriculture Officers, Officers of DAE and the Ministry. The responses received are being analysed in the succeeding paras.

2.41 : COMMUNICATION WITH/BY SELECTED CULTIVATORS:

The cultivators selected for this programme are to be instructed by the officials of DAE with regard to the use and application of fertilizers/seeds/pesticides/ use and maintenance of irrigation and/or other equipments. So the cultivators were asked whether they were properly instructed i.e. all information regarding the above mentioned inputs were communicated to them.

From the Table 2.41(a) it is evident that 92% to 94% of these cultivators received required information and only 6% did not.

Table 2.41(a).

Title : Instructions/information were given to the selected cultivators.

Fertilizers		Seeds		Fertilicides		Equipments.	
Yes	No	Yes	No	Yes	No	Yes	No
83(92%)	7(8%)	85(94%)	5(6%)	83(92%)	7(8%)	83(92%)	7(8%)

A programme can't be implemented without having any problem at any stage. The cultivators naturally had to face problems. There were problems in getting inputs in terms of quality, quantity and time. It was natural that when there would be any problem, the cultivator would report it to some one. So they were asked to mention the status of the persons whom they had communicated to get good quality inputs timely, sufficiently and at the rate fixed by the Government. The responses are given in table No. 2.41(b).

Table 2.41(b).

Title : Contacted for getting the inputs timely, sufficiently and at Govt. Rate.

Whom contacted	Fertilizers	HYV seeds	Insecticides/Equipments.
Concerned Govt. officials	81(90%)	84(93%)	84(93%)
People's Representatives	2(2%)	2(2%)	1(1%)
Touts/Dalals	-	-	1(1%)
Not Answered	7(8%)	4(5%)	4(5%)
	90	90	90

So almost every cultivator when faced any problem with regard to inputs, they established communication with the concerned officials. They surely did so with expectation that they would get some kind of help from them to solve their problems.

So they were asked to mention the extent of help they received from the persons contacted. The responses are given in the Table 2.41(c).

Table 2.41(c).

Title : Cultivators were helped as per expectation.

For inputs	Yes		No		Not Answered	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Fertilizers	38	42	43	44	9	11
Seeds	51	57	35	39	4	4
Pesticides/ Irrigation Equipments.	48	53	37	41	5	6

The Block Supervisors, Upazila Agriculture Officers, and other officers from DAE are required to supervise, inspect or pay visit to the field to get the information from the ground level with respect to the implementation of this programme. The selected cultivators could communicate to these officials during such supervision /inspection or visits. So they were asked to mention whether any officials visited/inspected them during harvesting period and if so, how frequently they did. The responses are summarised in table 2.41(d).

Table 2.41(d).

Title : Supervision/Inspection/Visit by the officials - Opinion of selected farmers.

Designation of officials				Total visits.
	1-5 times	6-10 times	above 10 times	
1. Block Supervisors	43(48%)	35(39%)	11(12%)	89(90%)
2. U A O	57(63%)	5(6%)	-	62(69%)
3. Officers of BADC	9(10%)	-	-	9(10%)
4. DAE Officers (HQ)	19(18%)	-	-	16(18%)
5. Any other officer/ Persons.	5(6%)	1(1%)	-	6(7%)
Total	133	41	11	192

The visits were paid by Block Supervisors, UAOs, Officers of BADC, DAE officers and sometimes by other officers/people's representative. The last group includes UNO, MPs and Chairman of Upazila Parishads. It also revealed that officials from Agriculture Department had paid visits several times to the same field of the same cultivator. So the responses were grouped in 3 classes. 1st group means who had been visited one to five times during the whole season, 2nd group 6 - 10 times and third group more than 10 times. So the Block Supervisors had visited 48% cultivators 1 to 5 times, 39% 6 to 10 times and 12% more than 10 times. Similarly UAO had visited 63% cultivators 1 to 5 times and 6% cultivators 6 - 10 times and BADC officers had visited 10% cultivators 1 to 5 times and not more. DAE officers visited 16% cultivators 1 to 5 times only and others visited 6% cultivators 1 to 5 times and 1% 6 to 10 times only.

During these visits the cultivators got the opportunity to inform the visiting officers regarding their problems and almost all the cultivators stated that they had communicated the visiting officers regarding their problems during these visits.

These cultivators were also asked whether the problems they had informed during the visits, were properly attended to and solved. 32(36%) responded in affirmative, 38(42%) in negative while 20(22%) did not answer.

When asked to give reasons of not getting the solution to their problems, 25% had blamed the bad distribution system of the govt., 20% bad administrative system 10% negligence of the Govt. servants, 10% high prices of the inputs and scarcity of fund, 27% lack of communication and co-ordination and 8% insufficient supply and lack of sufficient dealers Table No. 2.41(e).

Table No. 2.41(e).

Title : Reasons for not getting solution to the problems.

Reasons	Frequency	Percentage
1. Bad distribution system of Govt.	10	25
2. Bad Administration and mismanagement.	8	20
3. Negligence of the Govt. servants.	4	10
4. High prices of the inputs and scarcity of funds.	4	10
5. Insufficient supply of inputs and lack of sufficient dealers.	11	27
6. Lack of communication, co-ordination and accountability.	3	8
	40	100

The general public were asked to say whether officers from DAE paid any visit in their area. 33% (7) responded in affirmative while 67% (14) said in negative. The 33% were then asked to comment on the effectiveness of these visits. The comments are summarised below in table 2.41(f).

Table 2.41(f).

Title : Comments on visits by general public.

Comments	Frequency	Percentage
1. The visit was effective and helpful.	1	14
2. They could not cover all the lands as these are scattered at distant places.	2	28.57
3. They inspect but not helpful as the inputs were not available in time.	2	28.57
4. No comments.	2	28.57
	7	100

2.42 : COMMUNICATION ESTABLISHED BY BLOCK SUPERVISORS WITH HIGHER OFFICERS.

The first opportunity for establishing an informal communication with Upazila/DAE officers they got was during the visits of officers as indicated in 2.41. Regarding these visits of officers, the Block Supervisors were also asked questions on the schedule of such visits, extent of patient hearing etc.

In answering such a question 98% of the Block Supervisors said that there was a schedule for the officers of DAE (HQ) and Upazila (Agriculture) to visit the blocks and the officers mentioned above visited as per schedule (89%). 11% answered in negative. They were asked to comment whether they were given any opportunity to place their practical (field level) problems to the officers during their visits. The responses are given at Table 2.42(a).

Table 2.42(a).

Title : Opportunity was given to place problems-opinion of B.Ss.

Extent of opportunity	Frequency	Percentage
Sufficient/enough	40	85
Not sufficient/Not enough	1	2
Very little	5	11
Not at all	1	2

85% mentioned that sufficient/enough opportunity was given to place problems of the field to the officers during their visit, while 11% got very little opportunity for the same. In other words, it can be said that a high degree of communication was established during such visits.

In addition to this opportunity the Block Supervisors had to communicate to the higher officers for solutions of problems regarding the availability of inputs. So they were asked to mention the officers they contacted for a specific problems and also the mode they used. The responses are summarised in Table 2.42(b).

Table 2.42(b).

Title : Communication established for solving problems - B.Ss.

Problems	Officers/Offices communicated	Letters	Verbal
1. Adulterated insecticides	UAO	1	4
2. Inputs like seeds, fertilizer and irrigation equipments.	UAO BADC Officers	12 12	20 8
3. Loan	Bank Manager	4	-
4. Production was low	UAO	1	-
Total :		30(64%)	32(68%)

The Block Supervisors had mentioned that they verbally or in writing had communicated to the concerned officers for solving the problems. 32% of them had used more than one method of communication. However, of the respondents, 64% wrote letters while 68% informed verbally. 61% of the total communications were made to UAO, 32% to BADC officers, and only 6% to Bank Managers.

The weekly meeting at Upazila is another form for establishing communication and dialogue to find out solution of problems in a co-ordinated way. In answering a question 98% of the Block Supervisors admitted that the said meetings were held regularly.

The Block Supervisors are supposed to submit reports on this programme to the higher authorities. When asked, 98% said that they had submitted the reports. Problems faced by them were communicated through these reports. They were further asked whether steps were taken by the higher authorities to solve the problems they had mentioned in their reports. The comments given by them are summarised in Table 2.42(c).

Table 2.42(c).

Title : Steps taken by higher authorities to solve problems - Comments of B.Ss.

Comments.	Frequency	Percentage
a) The concerned officers at Upazila tried to solve the problem.	22	52
b) They tried but failed	8	19
c) Advised how to solve locally.	2	5
d) Sometimes tried but sometimes neglected	4	10
e) The respective authority took no action	5	12
f) The higher authority did not take action.	1	2
	42	100

From the above, it is evident that in view of 76% of the respondents, the authorities tried to solve the problems, 14% did not try while 14% did try at times but neglected also.

2.43 : COMMUNICATIONS USED BY OFFICERS OF MINISTRY, DAE(HQ) & UPAZILA:

The inputs required for this programme were supplied by different organisations e.g. seed and fertilizer by BADC and loan from Bank. For adequate and timely supply of these inputs (good quality) these officers had to keep liaison and do all the works in a highly co-ordinated way. To do this they had to communicate to all concerned. This process is a two-way process. So they were asked to mention the forms they used while communicated with other office/officers associated with this programme. The responses are summarised in Table 2.43(a) and given at Annexure - C.

95% of the respondents used both letters and Face to Face i.e. direct discussions as the media of communication, 68% used Telephone; 87% used Formal meetings, 55% used informal meetings and only 13% used other means for communication. It is seen that every respondent had used more than 4 methods on an average. The highest being letter and 'Direct discussions' followed by 'Formal Meetings'. Telephone, though very popular in higher level, but was less used by UAO. Absence of this facility in Upazila might be the reason. Informal meeting was quite favourable in Upazilas (54%).

These officers were also asked to mention the rate of use of these methods of communication. The responses are summarised in Table 2.43(b) in Annexure - D.

The officers of DAE (HQ and Upazila) were asked to mention the most effective method of communication. The responses are summarised in Table 2.43(c).

Table 2.43(c).

Title : Most useful communication method - opinions of DAE officers.

Methods used			Total	Percentage
	DAE	Upazila		
Letters	2	14	16	48
Face to face discussion (Interpersonal communication)	5	19	24	73
Telephonic discussion	3	1	4	12
Formal meetings	2	21	23	70
Informal meetings	1	4	5	15
Others	-	-	-	-
Total :	13	59	72	218

On an average, every responder had mentioned 2.2 methods to be the most effective. It indicated that at least two means appeared to the respondents to be equally good. However; Interpersonal communication had appeared to be the best one (73%) followed by formal meetings (70%). The 3rd best was letters (48%). These figures indicated that the best communication is the direct discussion.

2.50: Procedure followed in Making Decisions - Comments/responses of officers:

Decisions on different issues are usually taken at different levels depending upon the nature, importance, priority and impact, but the procedures to be followed in making a decision are more or less confined in the filing system. Of course, in some cases, meetings, workshops etc. are also used for taking a participative decisions. In any case, for making a decision, involvement of people of different attitude, of different persons having different status in heirarchy,

their tolerance in respect of others' opinion etc. the responses received from officers of Ministry, DAE(HQ) and Upazila are analysed in succeeding paragraphs.

2.51: The officers of DAE both at HQ) and Upazila were asked to mention the subject where they had to put up the files to higher authorities in own organisation or to communicate to higher offices for a decision. The responses are summarised in Table 2.51(a).

Table-2.51(a).

Title : Subjects referred for a decision - opinion of DAE Officers.

Subjects mentioned	DAE(HQ)	UAO%
(a) Policy decisions	20%	-
(b) Supply of inputs (seeds, fertilizers in seelicides, irrigation and Agricultural equipments)	100%	68
(c) For loan	20%	7
(d) Formulation, approval & implementation of the programme.	20%	68
(e) Financial allocation.	-	32
(f) Administrative affairs.	-	21
(g) Monitoring & Evaluation of the programme	-	21
(h) Training of Farmers & technical help	-	18
	160	235

On an average the DAE officers had mentioned 1.6 areas and UAO had 2.35 areas where they required decisions from higher officers/office. The area where most of the times decisions were required was supply of inputs (100% & 68%). For UAO, another equally important area was the programme itself with regard to its formulation, approval and implementation (68%). At Upazila level, other important areas were Financial allocation (32%), Training (78%), Administrative affairs (21%) and Monitoring and evaluation (21%) of the programme. These officers were further asked to mention the working days usually required for taking a decision by the concerned officers on the subject when files have been put up or communication is already

established. In the structure of the questionnaire, the officers had options to put the number of days required in his case and how many times it recurred. The responses are given at Table-2.51(b) Annexure - E.

It is seen that 60 responses were given by 33 respondents i.e. on an average every respondent had mentioned two responses. There are summarised below :-

- (i) 14 respondents (42%) got the decisions within 10 days. Among them 11 (79%) mostly got within this period while 7% and 14% got occasionally and rarely. Interestingly there was only one response from DAE(HQ) officers.
- (ii) 19 respondents (56%) got the decision within 11 to 20 days and all the respondents were UAOs. However this time-slab was mostly true for 6 respondents, while occasionally and rarely for 10 and 3 respondents respectively.
- (iii) The decision was received by 15 respondents (45%) within a period of 21 to 30 days. Here one from HQ responded that mostly he got the decision within this time. In case of UAOs, 4, 6 and 4 of them got mostly, occasionally and rarely.
- (iv) Within a period of 31 to 40 days, 7(21%) respondents, got the decision. Among them, respondent of HQ got mostly, while 2 UAO's got the decision in all the three categories.
- (v) 3 respondent of HQ mentioned that they received the decision within a period of 41 to 60 days. None from Upazila was in this group.

Here one interesting thing is also worth mentioning. Only 20% of HQ officers got decisions within 10 days and 40% got within 21-40 days and another 60% got within a period of 41-60 days. In cases of UAO's 13(49%) got within 10 days and 19(56%) got within 11 to 20 days. In other words at the higher level, the time taken for taking a decision was longer than that of lower level.

In answering another question, 80% of officers (HQ) and 67% of UAO's mentioned that reminders had to be issued for getting a decision. The remaining did not require to do so.

These officers were also asked to mention the reasons for delay in taking the decisions. The responses are summarised in Table-2.51(c).

Table-2.51(c).

Title : Reasons for delay in taking a decision - opinion of DAE(HQ) officers & UAO.

Reasons mentioned	Frequency			%
	DAE(HQ)	UAO	Total	
(i) Too many formalities to be observed (red-tapism).	-	10(36%)	10	30
(ii) Lack of technical knowledge/persons	1(20%)	3(11%)	4	12
(iii) Indifference & lack of sense of responsibility.	2(40%)	3(11%)	5	15
(iv) Communication gap	-	5(18%)	5	15
(v) Lack of Co-ordination with other departments.	-	5(18%)	5	15
(vi) Want of proper supervision	-	2(7%)	2	6
(vii) Not answered	2(40%)	-	2	6
Total :	5	28	33	99

40% of the DAE (HQ) officers did not response. Burden of formalities appeared to be the most significant reason for delay (30%). Indifference/irresponsibility of concerned officer, Communication gap and lack of interdepartmental co-ordination rated second (15%). Lack of technical knowledge had an adverse effect on decision making process (12%) and absence of proper supervision by the higher authority on the work of the juniors caused delay -opined 6%.

The officers of the Ministry were asked to mention the media used for communicating higher officers regarding the co-ordinations of this programme and also the rate of use of such media. The responses are summarised in Table 2.51(d).

Table-2.51(d).

Title : Media of communication used in Ministry and rate of use.

Media used		Rate of use			
		0-25%	26%-50%	51%-75%	76%-100%
Files/Noting.	80%	-	40%	20%	20%
Direct Discussion	100%	80%	20%	20%	20%
Telephonic Discussion	80%	60%	20%	-	-
Other (Advise)	20%	-	-	-	-
Total :	280%	140%	80%	40%	40%

It is evident that, on an average, every respondent used nearly three media for such communication. This was done through direct discussions by 100%, through files/notes and telephonic discussion by 80% and through advice by 20% only. Regarding the rate of use of these media, notings was used 26%-100% cases while direct/telephonic discussions by 0%-50% and advice was not mentioned. So we can say that direct discussion was most popular but noting in files was most used.

The officers of the Ministry, DAE(HQ) and UAO were asked to mention the extent of importance given by the higher officers to the suggestions given by them. The summarised responses are given in Table-2.51(e).

Table-2.51(e).

Title : Importance given by higher officers to the given suggestions.

Extent of Importance.	Ministry		DAE(HQ)		UAO		Total	
	f	%	f	%	f	%	f	%
(a) Utmost importance given.	2	40	2	40	6	21	10	26
(b) Usual importance given	3	60	3	60	20	71	26	68
(c) Moderate importance given	-	-	-	-	1	4	1	3
(d) No importance given and thought useless.	-	-	-	-	1	4	1	3
(e) Got annoyed	-	-	-	-	-	-	-	-
Total :	5	100	5	100	28	100	38	100

The degree of importance given varied depending on the level of office. In the Ministry and DAE(HQ), utmost importance was given in 40% cases and usual importance to 60% cases. While in the opinion of UAO's, utmost importance was given only in 21% cases and usual importance to 71% cases. 4% cases was given moderate importance whereas in 4% cases, it was thought useless and hence no importance was given.

These officers were further asked to mention whether in case of disagreement the higher officers discussed with them before giving decision on the issue. The responses are summarised in table-2.51(f).

Table 2.51(f).

Title : The higher officers discussed in case of disagreement.

Higher officer discussed	Ministry			DAE(HQ)			UAO			Total		
	f	%		f	%		f	%		f	%	
(a) In most of the cases	3	60		-	-		4	14		7	18	
(b) Occasionally	2	40		5	100		19	68		26	68	
(c) Not at all & don't think	-	-		-	-		5	18		5	13	
Total :	5	100		5	100		28	100		38	99	

These officers when asked to mention whether they discussed with their juniors in cases they did not agree with the suggestions given by the juniors and also to mention as to how the decision was given. The responses are given in Table-2.51(g).

Table-2.51(g).

Title : Discussed with concerned officers in case of disagreement with suggestions.

Responses	Ministry			DAE(HQ)			U A O			Total		
	f	%		f	%		f	%		f	%	
(a) Decision was given discussing with all concerned.	2	40		3	60		25	89		30	79	
(b) Decision given on own judgement did not discuss.	1	20		2	40		3	11		6	16	
(c) Not answered	2	40		-	-		-	-		2	5	
Total :	5	100		5	100		28	100		38	100	

In the Ministry 40% discussed with Junior Officers and 20% did not while another 40% did not answer. In DAE(HQ), 60% discussed and 40% did not. At the lower level i.e. Upazila, 89% discussed and 11% did not.

2.60 : EXISTING CO-ORDINATION SYSTEM.

Co-ordination, by definition, aims at achieving a common objective. As far as the IRCP is concerned, there exists a co-ordination network starting from the Ministry upto the field level. To find out the nature of the existing co-ordination system, its weak and strong points, a few questions were asked to officers of the Ministry, DAE(HQ), UAO's, Block Supervisors, cultivators and general public. The opinions given by them are analysed in the succeeding paragraphs.

2.61: The officers of Ministry, DAE(HQ) and UAOs were asked to mention whether there was any officer designated for overall co-ordination of this programme at the respective levels. The responses are summarised below.

A. MINISTRY LEVEL:

Only 30% replied and the rest did not. The Director General, Department of Agriculture Extension was named to be responsible for overall co-ordination of IRCP, 1986-87.

B. DAE (HQ) LEVEL:

80% replied in affirmative but only 4% mentioned the designation of the officers responsible for co-ordination and they were :-

- (i) Director, Food Crop Wing, DAE;
- (ii) Director, Field Services Wing, DAE.

C. U A O s :

The responses received are given in Table 2.61(a).

Table 2.61(a)

Title : Officers responsible for over-all co-ordination - Opinion of UAOs.

SL.No.	Designation	Frequency	Percentage
1.	Upazila Agricultural Officer	17	61
2.	AD/DD/Director, DAE	6	21
3.	Subject Matter Officer	1	4
4.	Not mentioned	4	14
Total :		28	100

At Upazila the overall co-ordination of this programme was the responsibility of the Agriculture Officer (61%) but 21% differed and opined that AD/DD/Director, DAE, were the officers responsible for the overall co-ordination.

The responses of the Block Supervisors to the same questions are tabulated below :

Table 2.61(b).

Title : Officers responsible for overall co-ordination of this programme - Opinion of BSs.

Designation	Frequency	Percentage
(i) Upazila Agricultural Officer	32	68
(ii) Subject Matter Officer	7	15
(iii) Upazila Chairman	8	17
Total :	47	100

68% of the Block Supervisors opined that UAO was the officer responsible for overall co-ordination of this programme while 17% and 15% had mentioned Upazila Chairman and SMO respectively.

The officers of the Ministry, DAE(HQ) and Upazila level (UAO) were asked to mention the organisations/officers they require to co-ordinate with. The responses are given as follows :-

- A. MINISTRY : The officers of the Ministry had to co-ordinate with BADC, BKB, BB and BFIDC.
- B. DAE (HQ) : The responses are given in tabulated form -

Table 2.61(c).

Title : Organisations/Officers required to co-ordinate with - Opinions of DAE(HQ) officers.

Name of Organisation/officers		(Frequency)	Percentage
(i)	Upazila Agricultural Officer.	4	80
(ii)	Upazila Chairman	3	60
(iii)	Deputy Director/Asstt. Director of DAE.	3	60
(iv)	Regional Director	2	40
(v)	Agricultural Training Centre	1	20
(vi)	Selected Farmers	1	20
Total :		14	280

On an average every respondent had to co-ordinate with 2.8 organisations/officers. They had to co-ordinate with UAO (80%), Upazila Chairman (60%), other officers of DAE (60%) and others.

- C. UACs : Upazila level : The responses are tabulated in Table 2.61(d).

Table 2.61(d).

Title : Organisations/Officers required to maintain links by UAOs.

SL.No.()	Name of organisations/officers.	() Frequency()	Percentage
1.	Upazila Chairman	26	93
2.	Union Chairman	24	86
3.	Banks	24	86
4.	UNO	23	82
5.	BADC Officials	23	82
6.	Model Farmers	20	71
7.	BRDB	19	68
8.	Block Supervisors	12	43
9.	DAE Officers (HQ)	9	32
10.	Subject Matter Officers.	3	11

For the implementation of the programme the Agricultural Officers at Upazila have to co-ordinate with elected representatives i.e. Upazila Chairman (93%) and U.P. Chairman (86%) indicating that the elected representatives play a vital role in the programme by being usually rich, elite and big farmers. Naturally Bank official comes next (86%), co-ordination has to be established for getting loan in time and in adequate amount. Moreover the farmers usually illiterate and do not understand the office procedures and hence they need guidance and assistance. This is given by the Agricultural officers. Co-ordination with UNO and BADC Officers are of great importance (82%). By dint of the position, co-ordination with UNO for his decision, advice and influence is very helpful for implementation of the programme. The next important persons required to be co-ordinated are model farmers (71%). In fact, they are the growers as well as direct beneficiaries. So, if their activities and efforts are not well co-ordinated and due importance are not given to their needs, the whole programme is bound to frustrate. Co-ordination with Rural

Development Board (68%) is of great importance. After all this programme is an integrated part of development of the rural people. With regard to timely departmental co-ordination, it appears that it is more important to have co-ordinated effort with lower level i.e. Block Supervisors (43%) than with higher officers at the Head Office (32%). They were further asked whether any co-ordination process was in use in the organisation with regard to this programme and if so what were the processes. The Block Supervisors were also asked the same question. The responses are summarised in Table 2.61(e).

Table 2.61(e).

Title : The process used for co-ordination of this programme.

The Process	Ministry		DAE(HQ)		UAOs		B.Ss		Total	
	f	%	f	%	f	%	f	%	f	%
Meetings (Co-ordination committee/Upazila Parishad /Loan giving committee/ Monthly etc.)	1	20	1	20	25	89	15	32	42	56
Training Programme	-	-	-	-	9	32	5	17	17	23
Inspection/Supervision.	-	-	-	-	13	46	8	17	21	28
Direct Communication (discussion/letters/ Telephone etc.)	-	-	-	-	14	50	24	51	38	51
Reports/Returns	-	-	-	-	6	22	-	-	6	8
Policy Formulation	-	-	-	-	6	22	-	-	6	8
Total :	1	20	1	20	73	261	55	117	130	174

From the Ministry and DAE(HQ) only 20% responses were available. The others just did not reply which might indicate their ignorance about co-ordination process used. However, the UAOs and B.Ss responses at the extent of 61%^{and 117%} respectively indicating their involvement in co-ordination.

The most used form of co-ordination was meeting (56%). It included monthly /fortnightly/any other co-ordination meeting. The second popular process was direct communication (51%). It also included communication established through letters, discussion, telephonic discussion etc. The third process was inspection/supervision (28%). The next one was Training Programme (21%).

2.62. CO-ORDINATION EXISTED - OPINIONS OF POLICY LEVEL OFFICERS.

To find out the extent of co-ordination existed during this programme, the officers of the Ministry were asked whether there was any difference of opinions between organisations under the administrative control of the Ministry with regard to the formulation/implementation of this programme. 40% of the officers opined that there was no such difference, another 40% said there was difference of opinions. In ^{answering} another question, 40% opined that there existed problems with DAE, another 40% said in negative and 20% did not answer.

When asked as to how this difference was resolved, they had mentioned that through discussions held in formal meetings or over telephone, this was resolved. The officers of the Ministry (80%) mentioned that there was a monitoring system during the implementation of this programme and 40% of them opined that any problem reported was promptly attended to. In answering another question 80% of respondent officers of the Ministry mentioned that they had programme for inspecting the fields and reports of such inspections were submitted. These inspection reports tried to ;

- i) Identify the problem correctly and suggest probable solution - 60%.
- ii) Identify problems but no solution suggested - 20%.
- iii) Neither identify problems nor suggest any solution - 20%

In describing the reaction of the departments/organisations regarding the reports :

The officers of the Ministry mentioned that -

- i) They thought it to be cordial and helpful - 40%

- ii) They took it as an interference - 20%
- iii) They thought it to be useless - 20%
- iv) Not answered - 20%

This is an indicator of the attitude of organisations towards the controlling Ministry. 2/5th of the respondent took it positively while the other 2/5th took it as an interference and useless.

2.63. CO-ORDINATION EXISTED-OPINIONS OF DAE OFFICERS :-

60% of the respondent officers of DAE(HQ) admitted that there existed good co-ordination with the Ministry while 40% said in negative. Again, in answering another question 80% said that there had been no difference of opinion with the Ministry regarding this programme. When asked to mention the reasons for not having good co-ordination or having difference of opinion, these respondents (answered in negative) mentioned two reasons and these were :

- (i) The officers of the Ministry were usually generalists and they did not have any technical knowledge required to formulate overall policy of this programme.
- (ii) Co-ordination meeting did not hold regularly.

In answering the same questions, 96% of the UAOs admitted that good co-ordination existed and 89% mentioned of having no difference of opinion. The respondents answered in negative had also mentioned two reasons for having difference of opinion and co-ordination problems. The first one being the same as above but the second reason was replaced by: The officers of the Ministry were not aware of field situation and so there was co-ordination problem.

The officers of DAE (HQ) and Upazila level were asked to mention about the attitude shown by the officers while working with others as a team. The responses received are given in Table 2.63(a).

Table 2.63(a)

Title : 'Working as a team'-attitude of DAE Officers.

Attitude/Team spirit Existed	DAE		Upazila		Total	
	f	%	f	%	f	%
(i) High	4	80	23	82	27	82
(ii) Moderate	1	20	4	14	5	15
(iii) A little	-	-	-	-	-	-
(iv) None	-	-	-	-	-	-
(v) Not Answered	-	-	1	4	1	3
					33	100

82% opined that there had been a good team spirit i.e. they worked as a team while 15% opined in negative.

2.64. CO-ORDINATION EXISTED- Opinion of selected farmers.

When the selected farmers faced any problem (e.g. supply of inputs, loans etc.), they used to contact the concerned officers with some expectations. When asked as to whether they got help as per their expectation, more or less 50% got it and 41% did not (Table-2.41(c)). So they were asked to state reasons for not getting help from the concerned officers. The responses received are given in Table-2.64(a).

Table 2.64(a).

Title : Reasons for not getting expected help from the officers-opinion of selected cultivators.

Reasons stated	Average Frequency	Percentage.
(1) Negligence of the Government Officials	3	8
(2) Corruption of the " "	3	8
(3) Adequate and timely supply of inputs did not come due to lack of co-ordination.	22	58
(4) Bad distribution system & mismanagement of supply.	8	21
(5) Bad communication (Road)	1	3
(6) High price of inputs & non-availability of loan at due time.	1	3
Total :	38	101

Cultivators had blamed the Govt.'s distribution system (21%), the Govt. Officers for their negligence and corruption (16%), lack of coordination for non-arrival of inputs timely and sufficiently (58%). Bad communication and high price were also mentioned.

These cultivators were also asked to evaluate the officials/officers of the government and other organisations concerned with the implementation of this programme. They were asked to put rating on a structural question to show the performance of the officials working at Union/Upazila. The responses are given in Table 2.64(b).

Table-2.64(b)

Title : Performance of the officials working at Union/Upazila-Opinion of selected farmers.

Responses	Frequency	Percentage
All officials performed their duties as expected	21	23
Many of the officials performed duties properly	29	32
Only a few of them performed duties	38	42
None of them used to do any work	2	2
Total :	90	99

This is unfortunate that only a few officials used to do their jobs was the response of maximum cultivators (42%). 2% indicated about total negligence of duties. However 23% and 32% opined respectively that most and many of the officials did their jobs.

These cultivators were asked as to what were the reasons for the poor performance of the officials. The reasons stated by them are given in Table 2.64(c).

Table-2.64(c)

Title : Reasons for non/poor performance of the officials-opinions of selected farmers.

Reasons stated	(Frequency)	Percentage
(i) Lack of commitment, nationalism sand sincerity	12	13
(ii) Lack of accountability	27	30
(iii) Lack of communication & transport facilities	16	18
(iv) Lack fixed responsibility	9	10
(v) Co-ordination problem between department	2	2
(vi) Lack of accommodation facilities & a good salary	9	10
(vii) The cultivators are not conscious & hence neglected by officials.	5	6
(viii) Officials being corrupt	1	1
(ix) Not answered	9	10
Total :	90	100

The officials were not accountable-opined by 30% and they also did not have comitment, nationalism & sincerity (13%). The responsibility was not fixed (10%) and lack of communication and transport facilities (18%) were the main reasons of poor performance. The working situation (10%), co-ordination gap between departments (2%) and unconciouness of the cultivators (6%) were other reasons as stated by the cultivators.

2.65. CO-ORDINATION PROBLEMS IDENTIFIED : IRCP-1986-87.

In implementing any programme, activities complementary to each other are required to be co-ordinated to achieve the common goal. Co-ordination, if not established property, the whole programme becomes vulnerable and the goal can never be achieved and problems in the process of co-ordination at any level may have very adverse effect on the programme. So, identification of such problem is important. For this purpose, questions were asked at all levels to name any problem faced in

the overall process of co-ordination. The responses received are now analysed levelwise.

MINISTRY LEVEL :

Three problems were mentioned.

- (a) None was designated as overall co-ordinator at any level to ensure the supply of inputs.
- (b) Allocation for procurement and supply of inputs was insufficient.
- (c) No provision was kept for 'fringe benefit' or subsidy to the cultivators to bridge the production cost with crop-value.

DAE (HQ) LEVEL:

The problems identified at this level were :-

- (a) Communication gaps between different persons-within and outside the organisation.
- (b) Timely supply of sufficient inputs could not be ensured.
- (c) Loan giving procedures were lengthy and difficult.

DAE (FIELD) LEVEL:

- (a) DAE had no supervision over the supply and distribution of fertilizer, seeds and insecticides.
- (b) Insecticides were distributed through private sectors who did not have any accountability.
- (c) Loan giving system was in-efficient, lengthy and difficult and concerned officers were corrupt.
- (d) Other organisation involved in implementation of this programme were not interested and hence they did not co-operate.

BLOCK SUPERVISORS LEVEL : Two problems were identified e.g.

- (a) Lack of communication with-in the locality.
- (b) Availability of quality inputs in adequate quantity and at the time of requirement could not be co-ordinated and ensured.

SELECTED CULTIVATORS' LEVEL : They identified five problems and they are :-

- (a) Inter-departmental conflict,
- (b) Want of accountability- The officials of the organisations involved in this programme seemed not to be accountable to any authority.
- (c) Lack of financial help from the Govt.
- (d) Want of sincerity, sense of responsibility, national feeling and proper attitude/commitment among the officials.
- (e) Lack of co-ordination, among the officers of different levels.

GENERAL PUBLICS' LEVEL : The respondents of these level identified five problems and they are :-

- (a) Want of accountability, initiative, interest, sense of responsibility and sincerity/commitment among officials;
- (b) Want of clear out co-ordination policy/process between farmers and officials;
- (c) Lack of proper attention of the high officials to the problems of the field.
- (d) Absence of proper evaluation system for assesment of the performance of individual officials.
- (e) The officials suffered from complexity and they hardly accepted others' views and so remained indifferent.

2.66. SOLUTION SUGGESTED BY RESPONDENTS TO THE PROBLEMS:

The co-ordination problems were not the same at all levels. The policy level problems were much more different from the problems of vertically downward levels. The respondents of all levels were asked to suggest the probable solutions of the problems they have identified. The levelwise solutions are given below.

MINISTRY LEVEL :

- (i) Improved and modern communication network required to be established for quick and better flow of informations from all levels (MIS).
- (ii) An officer must be designated at the Ministry as co-ordinator for overall co-ordination of this programme.
- (iii) Subsidy for inputs be given and fair price for production must be ensured by the government.
- (iv) Sufficient allocation be made to ensure sufficient supply of inputs.
- (v) The farmer may be communicated in a simple language regarding the extension programme.

DAE (HQ) LEVEL:

- (i) Meeting at all levels (farmers samity to co-ordination committee) be held more frequently.
- (ii) Monthly meeting at Secretary's level be held with all organisations involved in this programme.
- (iii) A workshop be held with the concerned officers of all organisations involved in the implementation of this programme. On the basis of the recommendations and decisions of the workshop, the programme may be formulated.
- (iv) The programme be supervised more closely through field inspection.
- (v) Better communication for flow of information be established.
- (vi) The officials at all levels be taken into confidence and trusted.
- (vii) The red tapism be reduced i.e. decision be given quickly.

DAE (FIELD) LEVELS.

- (i) The attitude of the officers of the Ministry and DAE be changed through training.
- (ii) Officers of different level from the Ministry/DAE should pay frequent field visits and discuss with the growers to get first hand information regarding the problems.
- (iii) All the agencies supplying/distributing different types of inputs including loan be put under a single control.
- (iv) The Ministry/DAE should consult the field officers in the preparatory stage of the programme.

- (v) Decision from the Ministry be given more quickly and for this technically educated people be placed at the Ministry.
- (vi) Accountability should be fixed for every employee of Ministry/DAE/Other Organisations involved in this programme.

BLOCK SUPERVISORS' LEVEL:

- (i) The attitude of the officials need to be changed.
- (ii) Co-ordination of activities of all other organisations involved in this programme may be co-ordinated by DAE officials.
- (iii) All inputs including loan may be distributed by DAE officials (even Block Supervisors).
- (iv) Loan giving procedures may be simplified and loans be disbursed at the proper time.
- (v) Subsidy may be given for inputs and timely supply of inputs be ensured
- (vi) Selected farmers and officials involved may be trained in modern techniques of agriculture.
- (vii) At Upazila level UAO be given the authority for overall co-ordination with regard to this programme.
- (viii) Block Supervisors may be given better facilities like (accommodation, conveyance etc.)
- (ix) All officials be objectively evaluated.

CLIENTELE AND SELECTED CULTIVATORS LEVEL:

- (i) Loan sanctioning and disbursing authority be given to UAO/or Gnamin Bank.
- (ii) All the officials be held accountable for the work to be performed by them.
- (iii) Co-operative attitude between all organisations involved in this programmed need be developed.
- (iv) All the related organisations be placed under the administrative control of one organisation (DAE).
- (v) By developing Nationalism and patriotism among the officials.
- (vi) The staffs should be provided with accommodation and better pay.
- (vii) The officials should develop a closer relation with the people.

- (viii) By developing communication and increasing transports.
- (ix) Timely supply of inputs be ensured through DAE.
- (x) The price of all inputs may be reduced/subsidy may be given.
- (xi) Officers should pay visits to the fields more frequently.
- (xii) Better training facility be developed.

GENERAL PUBLIC LEVEL:

- (i) Accountability in every respect for all officials must be fixed.
- (ii) Timely Inspection by the officials be ensured.
- (iii) The officials should be mentally aware about there jobs and responsibilities and should have love towards the country.
- (iv) This programme should be implemented by a single organisation (DAE).
- (v) Field level problems need to be communicated to the higher levels.
- (vi) Correct evaluation of individual's work be done.

CHAPTER-III

FINDING OF THE RESEARCH STUDY

In identifying the specific areas of the IRCP-1986-87, the study focuses particularly on the aspects of co-ordination. It has revealed problems existing in the net work of co-ordination of IRCP. As other Research Projects, the study has its limitation and so the findings are restricted in scope. However, it is hoped that some relevant findings of the study will ease in resolving the problems of co-ordination at various levels of DAE with regard to IRCP. The previous chapters have presented factual data and so in this chapter, attempts have been taken to highlight the findings and indicate possible approaches to meet the said problems.

3.02. The Selection of Farmers:

In selecting farmers, DAE has its own procedures and Block supervisors emphasised that procedures were properly followed. But the findings of the study reveals that the selection procedures were not followed properly. Majority of the farmers(51%) joined the programme on their own initiative, 41% motivated by BSs and Agricultural officers which indicates lack of enough motivational aspects. One fourth of General Public have mentioned that the procedures were rather autocratic which created disinterest among farmers.

3.03. Inputs- Target of Requirements:

The Officers of the Ministry (100%) and DAE(60%) have mentioned that the target requirements were determined using there criteria - Table-2.20(a) & 2.20(b). But it is conspicuous that the responses given by the Block Supervisors were not satisfactory and do not bear any relevance with the reality (Annexure-F). Block Supervisors, being the officials working at the

Unions and very close to the farmers, should have at least some idea about the requirements and receipts of inputs. This might have resulted from the communication gap and lack of adequate information which clearly indicate the poor state of existing co-ordination.

3.04. Inputs(Seeds/Fertilizers/Insecticides) Supply and Satisfaction:

Majority of cultivators (62%) received sufficient seeds and fertilizers but only 48% got insecticides and DTW/STW/LLP. While most of the Block Supervisors. (70% - 89%) mentioned that all the supplies were insufficient. Even 76% of the general public mentioned about insufficiency of supply of inputs.

From the above it is evident that the supply of inputs was not, by any means, sufficient for all the cultivators selected.

3.04(B). Inputs: Quality of supplied Seeds/Fertilizer/Insecticides:

The study reveals that only in case of insecticides, the majority of farmers were dissatisfied with the quality (56%) but in other cases i.e. seeds and fertilizer 86% (on average) were satisfied. While B.Ss (34%) were dissatisfied with the quality of insecticides.

3.04(C) Inputs(Seeds/Fertilizer/Insecticides): Time of Receipts:

51% of the farmers did not get seeds timely but on average 50% of them got inputs timely. In the opinion of Block Supervisors, supply of these inputs were delayed in 13% cases. 56% of the general public, however, mentioned that the supplies were delayed.

3.04(D) Inputs: Irrigation Facilities:

52% of the cultivators were not satisfied with the supply of the irrigation facilities, and 86% of the Block Supervisors mentioned that the supplies of DTW/STW/LLP were insufficient. Only 8% had complains about quality of these machines and in 14% cases the deliveries were delayed.

3.04(E) Inputs: Loan: Availability and Satisfaction:

Only 49% of the cultivators took loan but 30% of them received insufficient loan and 56% did not receive timely (Table-2.27(a)). 94% and 96% of Block Supervisors opined respectively that the loan was insufficient and delayed. (Table-2.27(b) & (c)).

3.04(F) Inputs: Training:

The training side of this programme appeared to be satisfactory. 93% of the farmers required training and 73% received it. (Table-2.26(a)).

3.05. Problems in supply of Inputs:

From the analyses of the data as mentioned at para 3.04 above, it is evident that there were problems in the system or with the officials associated with the activities involved in the system. The identified problems were :-

(i) Distribution system and its Management:

The cultivators were dissatisfied with the distribution system itself and the manner in which the distribution of the inputs were managed. The cultivators who did not receive the inputs sufficiently or timely had blamed the system or management. This is given the following table.

Table-3.05

Title: Distribution system blamed by dissatisfied cultivators.

Inputs	For insufficient supply		For delayed supply	
	f	%	f	%
Seeds	22	67	9	27
Fertilizer	16	50	-	-
Pesticides	39	83	8	20
Irrigation facilities	39	83	-	-
Loan	6	13	-	-

Moreover, 27% of Block Supervisors, 6% of UAOs, and 6% of general public had also mentioned that distribution system was one of the reasons for untimely and insufficient supply of inputs. 20% of HQ officers also opined the same.

(ii) Non-availability of loan:

50% of the selected farmers were not solvent enough to procure all the inputs unless they got the loan from the Bank. They could not actually procure the required inputs as they did not get loan timely or sufficiently. Moreover 58% of UAOs, 14% BSs, 19% of general public have also expressed the same opinion. 48% of the cultivators also mentioned that too much persuasion was required to get the loan.

(iii) Negligence, dishonesty and non-co-operation of the officials:

It is said that no system is better than the persons who implement it. ~~Whatever~~ good may be a policy or a system adopted by a government, if the officials responsible for the implementation of this, are indifferent, insincere and non-co-operative, then the system can not work at all. So is the case with regard to this programme. The cultivators have blamed the officials for the insufficient and delayed supply of inputs. Block Supervisor have accused the officials to be reluctant and insincere. Members of general public have also accused them to be reluctant, non-co-operative and dishonest. 80% of this group have mentioned that the farmer had to bribe the officials for getting loan. (Table-2.28(e)).

(iv) Non-availability of Inputs at the fixed price:

Most of the inputs (fertilizer, irrigation equipments) are supplied through BADC. BADC has its own distributional channel. The prices of these inputs are fixed. But the cultivators usually do not get them at that rates. Sometimes, they are to purchase inputs like seeds/fertilizers at a higher price from private shops (35%) or black markets (11%), 51% cultivators have mentioned the distribution system to be unsatisfactory. 71% of the UAOs have mentioned that inputs were not available at fixed prices. 10% of BSs and 20% of HQ officers also have expressed the same opinion.

(v) BADC Dealers:

Inputs supplied through BADC dealers are supposed to be available at the fixed prices. But from (iv) above, it is evident that farmers had to procure them from sources other than the dealers and naturally had to pay higher. 20% of the farmers have mentioned that these dealers were not keen to keep the stock sufficient. 59% of the Block Supervisors also had the same opinion.

(vi) Bad Communications(Mainly Road Transportation):

Since this programme is implemented during dry seasons, transportation of inputs to the upazila and union level depends mostly on road communication. 6% of both cultivators and Block Supervisors, 13% general public have mentioned that bad communication was responsible for delay in supply of seeds and fertilizer. Officers of DAE (HQ-13%, Field-39%) have also opined the same.

(vii) Lack of Co-ordination:

The study attempts to locate the problems existed in co-ordination process. It is obvious from the preceeding paragraphs that most of the ^{problems} mentioned so far might have originated from this problem of co-ordination. 18% of DAE (field) officers, 40% DAE (HQ) officers have opined that due to problems existed in co-ordination supplies of inputs could not be ensured.

3.06. Problems in Communication Process:

The success or failure of a programme depends on proper communication process to a great extent. Decisions of authorities need to be thoroughly communicated to all lower levels and similarly feed back from the lower levels is necessary. Communication in both formal and informal forms are important at every stage of policy formulation, programme development & implementation, supply of inputs etc. The study, therefore, attempted to find out problems that hinder the proper co-ordination and so it concentrated on the major communication levels e.g.

- (i) Selected cultivators to officials.
- (ii) Selected cultivators to public representatives.
- (iii) Officials of lower offices to higher offices(Deptt.) & vice versa.
- (iv) Officials of DAE to Ministry & vice versa.

3.06(A) Modes of Communication used:

Five modes of communication^{& were} used at various levels by all respondents involved in the programme.(Table-2.43(a) Annexure-C):

These are :

- (i) Writing(Letters,circulars):
80% of the officers from Ministry/DAE(HQ) and 100% UAOs used this traditional means. For policy formulation or giving instructions from higher levels, this medium was mainly used. Also feed-back information seeking instructions & problem solving requests came through this medium.
- (ii) Face to face discussion(Personal talks,Inspection meeting):
60% , 100% and 100% officials of Ministry, DAE(HQ & Field) respectively used this medium.
- (iii) Formal meetings:
80%,60% and 93% of the officials of Ministry,DAE(HQ & Field) hold/ attended formal meetings.
- (iv) Informal meetings (Not regular/occassional):
60% 60% and 54% of officials of Ministry, DAE(HQ & Field) had informal meetings with concerned personnels. 45% of the officers informed that they had no informal meetings.

(v) Telephonic discussion:

This is a highly used mode of communication. 80%, 100% and 61% of Ministry DAE(HQ & Field) Officers respectively used this means. The field officers of DAE have little scope of contacting higher offices for the absence of telephone connections and/or having most ordinary and old system. 100% of Ministry officials had ample scope and have used this means. On the whole, 52% of the officers informed that they did not use this means.

3.06(B) Communication with/by selected cultivators:

(i) Selected cultivators were communicated to inform about the cultivation process. 92% 94% 92% and 92% (Table-2.41(a) of farmers were instructed on the use of fertilizers, seeds, pesticides and equipments respectively. This shows that communication existed there to a high degree.

(ii) Personnels contacted:

a) As seen in Table-2.41(b), for getting inputs like fertilizers, HYV seeds, Insecticides & equipments, the farmers (90% 93% & 93% respectively) contacted Govt.officials. This shows that farmers are mostly dependant on Govt.officials for their need.

(iii) b) Selected farmers opined that field visits were done (Table-2.41(d) by Block Supervisors, UAO's, officers of BADC, DAE officers and other persons. Block Supervisors & UAO's visited to a good extent but officials of BADC, responsible for seed/fertilizer, visited only in 10% places. Problems regarding the quantity, quality and timely supply of inputs were communicated during these visits. However, 67% of general public told that there were no visit by govt.officials and only 14% told that visits were helpful (Table-2.41(g)). This indicates

that more frequent visits would establish a better communication.

3.06(C) Communication Established by Block Supervisors:

85% Block Supervisors could intimate problems of the blocks to higher officials during their visit (Table-2.42(a)). This indicates that though higher officials paid a few visits yet B.Ss. could communicate problems to the visiting officers to a high degree. They communicated UAO, BADC officers and Bank Managers for solving problems of adulteration of pesticides and shortage of various inputs including loan. In 64% cases writing followed verbal request on the same (Table-2.42(b)). In 132% cases both verbal & written communications were used. Here 32% communicated through more than one media, (64% by letters, 68% verbally), 68% of total communication was made to UAO & BADC officials and only 6% to Bank Managers for loan.

In the opinion of Block Supervisors (98%), weekly meeting at upazila held regularly. Hence this forum of communication was well utilized.

Block Supervisors (98%) reported regarding various problems to higher authorities (Table-2.42(a)). In 52% cases higher authorities tried to solve problems, 19% tried but failed, 5% advised for local solution and 24% neglected the issues. More emphasis should have to be given for the solution of the problems.

3.06(D) Communication at Officers level: Ministry, DAE(HQ & Field):

- (i) From the preceding chapter it is found that the officers of the Ministry, DAE(HQ and the Field) used letters (95%), Face to face discussions (95%), Telephones (68%), Formal meetings (87%) and informal meetings (55%) as the media of communication for giving/asking an information or a decision in both directions. The

flow of information, as indicated above, was quite high. Moreover, when officers paid visits to the field, were informed of many problems by the farmers, Block Supervisors etc. But the study revealed that the efforts failed to achieve the desired results for the following reasons as indicated by the officers:

- (a) Too many formalities to be observed ;
- (b) Lack of technical knowledge or persons;
- (c) (Probably) There was communication gap or gap of understanding ;
- (d) Indifference of officers.
- (e) Want of proper Supervision.

In spite of all the problems mentioned above, 73% opined that 'Face to face' discussion was the most useful method of communication followed by 'Formal meetings' (70%) and 'Letters' (48%). (Table-2.43(c)).

- (ii) Within the organisation itself, noting in files were mostly used for processing a decision. Suggestions given by junior officers are not always agreed upon by the higher officers. In cases where there is a disagreement, a discussion on the issue, is theoretically taken to be an effective communication to bridge the gap. But from this empherical study, it is found only 18% opined that in most of the cases the discussions held, 68% said that it held only occassionally, whereas 13% mentioned that the higher officer did not think that the discussion was at all necessary (Table-2.51(f)). Whereas the officers have mentioned that in the similar occassions, 79% discussed and 16% did not. (Table-2.51(g)).

3.07. Problems: Delayed decisions:

- (a) Decisions are required from the higher office to a lower one. During the implementation period of this programme, in case of a problem, a decision and/or a solution was sought. Again on some administrative/policy matter, the higher office/officer was requested, for a decision (Table-2.51(a)). In answering a question 42% (on an average) informed that they got the decision within 10 days. But out of these 42%, 11 of them (79%) got in most of the cases while 7% and 14% got it occasionally and rarely. In 56% cases 11 to 20 days were required, and 45% cases 21-30 days and for 21% cases 31 to 40 days. There were also one or two extreme cases where more than 2 months were required for a decision.
- The reasons for the delay, as mentioned in Table-2.51(c), were red-tapism, lack of knowledge, attitude of the concerned officer, communication gap etc.
- (b) When a proposal/ suggestion is acceptable to a higher office/officer the decision is usually given promptly. In case of differences, the decision is usually delayed. This also depends upon the importance given by the higher officers. From Table-2.51(e), it is seen that 26% had given utmost importance, 68% usual importance i.e. 94% of the higher officers took the proposals/suggestions put up by the lower officers with usual or more than usual seriousness. So within the organisation there had been a little problem but from (a) above, it is evident that the decision had been delayed in many a cases.

3.08. Problem in in-built mechanism:

- (a) For the implementation of this programme a booklet (may be called manual) was published by DAE "IRCP-1986-87". The booklet has less information about overall co-ordination. It only mentioned that the concerned officers would co-ordinate (Appendix-2). So, the officers of Ministry and DAE were in block about the exact co-ordinator of this programme at different level. (para -2.60 of the proceeding chapter). At Ministry level only 20%

20% mentioned that the Director-General, DAE was the co-ordinator. 60% of officers of DAE(HQ) did not response 20% named two officers to be the co-ordinator, namely Director, Food crop Wing and Director, Field Services wing. At the field level, 14% did not response; 61% mentioned UAO; 21% mentioned AD/DD/Director of DAE, and 4% mentioned SMO to be the co-ordinator at upazila level. 68% of B.Ss. mentioned UAO; 17% upazila chairman and 15% SMO to be the co-ordinator at upazila level.

(b) Co-ordination Process used:

As regards co-ordination process, meeting(56%). direct communication(51%) inspection (28%) and training programme were used (Table-2.61).

Regarding the process, two problems were mainly mentioned by the respondents, namely:

- (i) The meeting of the co-ordination committee did not hold regularly.
- (ii) Co-ordination was difficult with persons having no technical knowledge.

3.09. Personal attitudes: affect on co-ordination:

As regards to the question of personal attitude (the 3rd objective) that affected co-ordination of the programme, the following observations ~~seemed~~ to be important:

(i) Indifference:

Due to indifference attitudes of the officials, the cultivators suffered in getting inputs;

(ii) Negligence:

The supply of pesticides was insufficient and delayed due to the negligence of officers 2% (Table-2.24(b)).

(iii) Non-co-operation and Reluctance:

For the maintenance of irrigation equipments only 24% officials were highly and 68% were moderately co-operative. The rest were non-co-operative & reluctant.

(iv) Corruption(bribing) and persuance:

Loans received was not sufficient and given timely. The application was not considered in due time(9%), too much persuasions required (38%) and had to bribe even (52%). This indicates that every receipient had to suffer in getting loan in one way or other and this was due to the attitudes of the concerned officials (Table-2.27(e)).

(v) Non-accountability and lack of co-ordination:

The selected cultivators used to contact the officials for solution or help. But only 41% of them were helped. The rest did neither get any help nor any solution to their problems. As reasons for not getting solution/help, 20% have blamed bad management (by officials) 10% and 8% have accused officials for negligence and lack of co-ordination.(Table-2.41(e)).

(vi) Lack of commitments, sincerity and accountability:

It was revealed from the opinions of the selected farmers that the officials did not have accountability (32%), commitments, and sincerity (13%) --(Table-2.64(e)).

3.09(B) Opinions of General Public:

The members of general public have accused the officials for insufficient and delayed supply of inputs and negligence of duty and their indifference to duties. They have also mentioned that in case of loan, 80%^{of} the farmers had to bribe or give percentage. They further mentioned that the officials suffered from complexity and could hardly accept others' views (Table-2.28(e)).

3.09(C) Attitude for solving a problem: Opinion of B.Ss:

Block Supervisors used to get much opportunity (85%) for placing their problems to the visiting officers(Table-2.42(a)) and in addition they communicated in writting to the higher authority concerned(Table-2.42(b)). These B.Ss. found the officials to be reluctant(14%) and dishonest(45%) (Table-2.28(b)) and ~~were~~ lacking positive attitudes.

3.09(D) Attitudes of officers for solving a problem:

The UAO's had admitted that 57 problems of different nature were reported to them from the field (Table-2.31(b) whereas they had tried to solve or some steps were taken to solve only in 36 cases (Table-2.31(c).

(ii) Opinions of Head Quarters Officers:

80% of the HQ officers admitted that they faced problems but only 20% had taken a step to get a solution and that was "advised concerned people to take necessary steps" Table (2.31(d). One respondent just passed on the responsibility to BADC. This is a clear indication of indifference and reluctance on the part of DAE(HQ) officers that hinders proper co-ordination.

(iii) Opinions of officers of policy level:

In answering a question 80% officers of this level opined that the Departmental officers were fully aware of the government's policy, only 20% said in negative, but reasons were not mentioned. Regarding the attitude of higher officers of the Ministry towards the suggestions of lower officers, 40% opined that utmost importance was given, while 60% opined about usual importance (Table-2.51(e). In case of disagreement with the suggestions given by lower officers for a decision, 60% mentioned that the higher officers discussed for awarding a decision with the concerned officers in most of the cases while 40% opined that only occasionally they discussed (Table-2.51 (f). When these respondents were asked to say whether in similar cases they had discussion with Junior officers, 40% said in the affirmative, 20% had given decision on their own judgement and 40% did not answer (Table-2.51(g). So, it can be said that in 60% cases no discussion was held. This is a picture of authoriterian attitude of the bureaucrats.

3.10. Impacts of Socio-Economic Environment on Co-ordination:

With regard to the 4th objective of the study the officers of DAE when asked regarding the influence or pressure they had to face from the political leaders, only 20% of HQ officers and 11% of Field officers answered in affirmative.

There were only 40% and 50% responses from HQ and Upazila respectively to another question in this regard. The problems mentioned here were as follows:

- (a) Influential people patronised favouratism for their personal gain specially in connivance with the officials.
- (b) Touts were benefited.
- (c) Local rich people sometimes created pressure for more inputs.

3.11. Some Observations made:

Observations regarding the problems of co-ordination were also made by the respondents of all levels. Some of them are given below level-wise:-

(i) Ministry Level:

- (a) Allocation for procurement and supply of inputs was insufficient.
- (b) No provision was kept for "Subsidy" or "Fringe Benefit" to the cultivators to bridge the production cost with the crop value.

So from (i) it is evident that ~~whatever~~ good co-ordination existed, with insufficient allocation none could supply sufficient inputs. The second one admits that the production cost ultimately becomes higher than the product-value and if this is so, one can not motivate a farmer to join the programme.

(ii) Field Level Officers:

- (a) DAE had no supervision over the supply and distribution of fertilizer, seeds and insecticides.
- (b) Insecticides were distributed through private sectors who did not have accountability.
- (c) Other organisations involved were disinterested and non co-operative.

These problems are acute and threatening towards successful implementation of this programme.

(iii) B.Ss' Level:

Lack of communication existing within the locality. This prevents them and the higher officers to visit the remote blocks. So the farmers of these areas had to face much trouble to get inputs. Even they had no chance to ventilate their grievances to the authorities.

(iv) Selected Farmers' Level:

- (a) Inter-departmental conflicts, and the officers of different organisations involved in this programme seemed not to be accountable to any authorities.

(b) Lack of financial help from the government:

1st one refer to problem of inter-departmental co-ordination and also to the accountability of the officials. This means officials usually do the work to the extent and in the style they wanted and preferred to. The second one conforms with the problem(b) mentioned at Ministry level.

(v) General Public Level:

- (a) Absence of proper evaluation system for assesment of the performance of individual officials.
- (b) Lack of proper attention of high officials to the problems of the field.

Though these two problems are not directly linked with co-ordination but are significant. It is very interesting that a member of public could point out such an important but weak point of present administrative system.

3.12. Possible Remedies Suggested:

The fifth and final objective of the study is to suggest possible remedies for existing problems of co-ordination as observed in IRCP, 1986-87. In para 2.66 of Chapter-II we have analysed the suggestions given by the respondents of different levels. Like-wise the problem, the suggestions we have got, were not all concerned with the co-ordination problems. So only the suggestions related to vertical co-ordination are given below level-wise:-

(i) Ministry Level:

- (a) Improved and modern communication network required to be established for quick and better flow of information from all levels and in all directions.
- (b) An officer must be designated at the Ministry as co-ordinator for over all co-ordination.
- (c) The farmers may be communicated in a simple language regarding this extension programme.

(ii) DAE(HQ) Level:

- (a) The programme be supervised more closely through field inspection.
- (b) Co-ordination meeting at all levels be held more frequently.
- (c) Better communication process for flow of information be established.
- (d) The officials connected with this programme at all levels be taken into confidence and trusted.
- (e) The decisions at all levels regarding this programme be given more quickly.

(iii) DAE(Field) Level:

- (a) Officers of the Ministry and DAE(HQ) should pay more visits and through interaction with growers should get more information from this level.

- (b) In the preparatory stage of this programme field officers be consulted.
- (c) The attitudes of the officers of Ministry and DAE(HQ) be changed through training.
- (d) The decision from upper levels be given quickly.
- (e) Accountability of all officials involved in this programme at different levels be fixed.

(iv) Block Supervisors' Level:

- (a) The attitude of the officials need to be changed.
- (b) Selected farmers and the official involved in this programme as well, be trained in modern techniques of Agriculture.
- (c) Loan giving procedures may be simplified.
- (d) All officials involved may be evaluated objectively.
- (e) At upazila, UAO be given the authority to co-ordinate all activities involved in this programme.
- (f) All inputs including loan may be distributed through DAE upto union level.

(v) Selected Farmers Level:

- (a) Each and Every official be held accountable for the work to be performed by him.
- (b) Nationalism, patriotism and co-operative attitude be developed among the officials.
- (c) The officials should develop a closer relation with the people.
- (d) Officers should pay visits to the field more frequently.
- (e) Better training facilities be developed.

(vi) General Public Level:

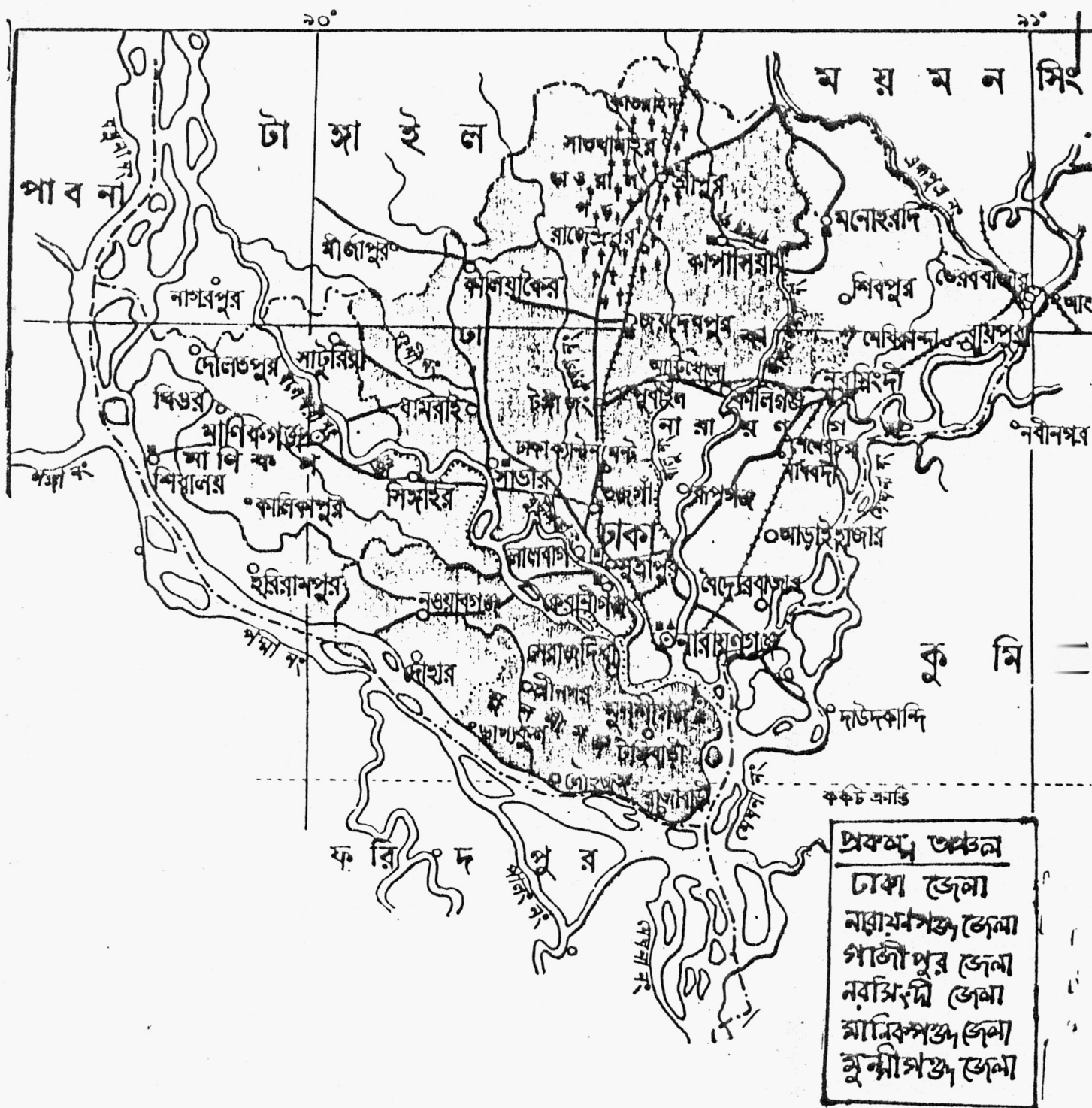
- (a) Accountability in every respect for each and every officials be fixed.
- (b) Timely inspection by the officials be ensured.

- (c) The officials should be mentally aware about their duties and responsibilities and should have love towards the country.
- (d) This programme should be implemented by one organisation e.g. DAE.
- (e) Field level problems need to be communicated to the higher levels.
- (f) Correct evaluation of individuals work be done.

3.13. SOME OTHER IMPORTANT SUGGESTIONS:

The respondents of all levels while recommending suggestions for the remedy of the problems they had faced or experienced in connection with the implementation of the IRCP 1986-87, had suggested a few remedies which were not directly concerned with the vertical co-ordination but were very much related to over-all co-ordination. These suggestions are given below all in together.

- (i) Subsidy for inputs be given to the farmers and fair price for the products be ensured by the Government.
 - (ii) The allocation of fund should be sufficient to ensure adequate supply of inputs.
 - (iii) Meeting at Secretary's level be held regularly with all organisations involved in this programme in every month.
 - (iv) The whole programme be formulated on the basis of the suggestions and recommendations of a workshop to be organised by the Ministry of Agriculture. The participants of the workshop be selected from the organisations involved in this programme.
 - (v) All the agencies supplying/distributing different types of inputs including loan be put under a single control(DAE).
 - (vi) Activities of all other organisations involved in this programme may be co-ordinated by the DAE officials.
 - (vii) Block Supervisors may be given facilities like accommodation, conveyance, better salary etc.
 - (viii) Loan sanctioning and disbursing authority be given to UAO/Gramin Bank.
 - (ix) Better communication infra-structure and transportation facilities be developed.
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I have been thinking of you very much lately and wondering how you are getting on. I hope you are well and happy. I am still the same old me, but I have learned a lot from my experiences. I will write again soon.

Your friend,
John Doe

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 120 මුද්. මුද් 000 දෙනෙකු 2-12-1972 'මුද්. 08 දෙනෙකු 2-12-1972 'මුද්. මුද්. 002
 දෙනෙකු 3-12-1972 දිනට පමණක් මුද්. ප්‍රතිපත්ති 120 දෙනෙකු පමණක් මුද්. ප්‍රතිපත්ති 0

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Year	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099
1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	

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এ বছরে আখের জমির লক্ষ্যমাত্রা চার লক্ষ একর। এর মধ্যে ২*৩৪ লক্ষ একর মিলজোন এলাকাতুস্ত এবং ১*৬৬ লক্ষ একর মিল বহিঁতুস্ত এলাকার আওতাভূক্ত। মিলজোন এলাকায় একর প্রতি গড়ে ১৮*৫০ টন হিসাবে মোট ৪০*২৯ লক্ষ টন এবং মিল বহিঁতুস্ত এলাকায় একর প্রতি গড়ে ১৭*৫০ টন হিসাবে মোট ২৯*০৫ লক্ষ টন হিসাবে সর্বমোট ৭২*৩৪ লক্ষ টন আখ উৎপাদনের লক্ষ্যমাত্রা ধরা হয়েছে।

জমি উপযোগী উন্নত জাতের আখের আবাদ সুষ্ঠুভাবে করা হলে একর প্রতি ৫০/৬০ মেট্রিক টন আখ উৎপাদন করা সম্ভব। স্থানীয় জাতের রোগমুক্ত ও ভাল বীজ বাটিং ব্যবহার করেও সাধারণ যত্নের মাধ্যমে একর প্রতি ২০/৩৫ মেট্রিক টন আখ উৎপাদন করা সম্ভব। প্রকৃত গুণে আমাদের গড় ফলনের প্রায় অর্ধেক ফলন বৃদ্ধিকালে সামগ্রিকভাবে উৎপাদন প্রযুক্তি চাষীদের নিকট পৌঁছাইতে হবে।

তামাক

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এ বছর সর্বমোট ৬০০০০ একরে ২৮৫*০০ লক্ষ কি.লোগ্রাম সিগারেট তামাক উৎপাদনের লক্ষ্যমাত্রা স্থির করা হয়েছে। এর মধ্য থেকে কৃষি সম্প্রসারণ বিভাগের তত্ত্বাবধানে ২৯৩৫৯ একরে ১৩৯*৪৫ লক্ষ কিলোগ্রাম লক্ষ্যমাত্রা নির্ধারিত হয়েছে। বাকী ৩০৬৪১ একরে বিটিসি তার নিজস্ব তত্ত্বাবধানে ১৪৫*৫৫ লক্ষ কিলোগ্রাম সিগারেট তামাক উৎপাদন করবে। উন্নত প্রযুক্তির মাধ্যমে সিগারেট তামাকের গুনগত মান ও একর প্রতি ফলন বৃদ্ধি করাই এ কমসুচীর উদ্দেশ্য। এ ছাড়া কৃষি সম্প্রসারণ বিভাগের তত্ত্বাবধানে ৯০০০০ একরে চলতি মৌসুমে জাতী ও মতিহারী ও অন্যান্য তামাকের চাষ করে ৪২৫*০০ লক্ষ কিলোগ্রাম তামাক উৎপাদনের লক্ষ্যমাত্রা নির্ধারণ করা হয়েছে। তামাক চাষের জন্য এ বছর চাষীদেরকে ঋণ দেয়ার ব্যবস্থা গ্রহন করা হচ্ছে।

ঋণ পরবরাহ :

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০ উৎকরণ ও নগদ অর্থে তাপশোষিত ও বায়ুশোষিত এলাকার চাষীদের জন্য একর প্রতি ২০০০*০০ টাকা ও ১৪০০*০০ টাকা ঋণ পরবরাহের ব্যবস্থা করা হচ্ছে। জাতি, মতিহারী ও অন্যান্য তামাক চাষের জন্য একর প্রতি ১৪০০*০০ (এক হাজার চারশত) টাকা ঋণ দেওয়ার ও ব্যবস্থা আছে। নির্দিষ্ট সময়ের মধ্যেই ঋণ বিতরণ সম্পন্ন করতে হবে।

প্রশিক্ষণ :

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- ০ বিশেষজ্ঞগণের সমন্বয়ে সিগারেট তামাক এলাকায় ব্লক পর্যায়ের সুপারভাইজার ও উপজেলা পর্যায়ের কৃষি অফিসারগণের সংশ্লিষ্ট বাগুব প্রশিক্ষণের ব্যবস্থা করতে হবে।
- ০ ব্লক সুপারভাইজারগণ পুনরায় সংযোগ চাষী ও অন্যান্য আগ্রহী চাষীগণকে প্রশিক্ষণ দিবেন।

SELECTION PROCEDURES OF CULTIVATORS FOR DIFFERENT CROPS:

১। বোরো :-

- ১। উৎকর্ষী ধান চাষে আধুনিক কলা-কৌশল ব্যবহারে আপনা থেকেই উৎসাহী, এ রকম কৃষককেই প্রদর্শনী ক্ষেত্রে জন্য নির্বাচন করতে হবে।
- ২। অর্থাৎ প্রদর্শনী কর্মসূচীতে সহযোগিতা ও সফলতা দেখিয়েছেন, এমন চাষীকে নির্বাচনে অগ্রাধিকার দিতে হবে।
- ৩। নিজে প্রত্যক্ষভাবে কৃষিকাজে জড়িত এবং কৃষক সমাজে নেতৃস্থানীয়, এমন চাষী অবশ্যই অগ্রাধিকার পাবেন।
- ৪। মনোনীত কৃষকদের মধ্যে পর্যবেক্ষণশীলতা থাকতে হবে, যাতে করে প্রদর্শিত নতন জাত সমুদ্রে সঠিক তথ্য ও মতামত পাওয়া যায়। উপরনু নতন ধানের বীজ বর্ধন ও বিতরণের জন্য কৃষকদের মধ্যে উৎসাহ ও প্রসুতি থাকতে হবে।

২। গম :-

- ১। উৎকর্ষী গম চাষে আধুনিক কলা-কৌশল ব্যবহারে আপনা থেকেই উৎসাহী এরকম কৃষককেই প্রদর্শনী ক্ষেত্রে জন্য নির্বাচিত করতে হবে।
- ২। অর্থাৎ প্রদর্শনী কর্মসূচীতে সহযোগিতা ও সফলতা দেখিয়েছেন, এমন চাষীকে নির্বাচনে অগ্রাধিকার দিতে হবে।
- ৩। নিজে কৃষি কাজে জড়িত এবং কৃষক সমাজে নেতৃস্থানীয় এমন চাষী অবশ্যই অগ্রাধিকার পাবেন।
- ৪। মনোনীত কৃষকের মধ্যে পর্যবেক্ষণশীলতা থাকতে হবে যাতে করে প্রদর্শিত নতন জাতের গম সমুদ্রে সঠিক তথ্য ও মতামত পাওয়া যায়। উপরনু, নতন গমের বীজ বর্ধন ও বিতরণের জন্য কৃষকের মধ্যে উৎসাহ ও উদ্যোগনা থাকতে হবে।

৩। সরিষা :-

- ১। যে সকল কৃষক উল্লিখিত জাতসমূহ পরামর্শ মোতাবেক করতে আগ্রহী তাদেরকে নির্বাচনে অগ্রাধিকার দিতে হবে।
- ২। যে সকল কৃষকের জমিতে বিগত মৌসমে উল্লিখিত জাতসমূহ প্রদর্শনীর ব্যবস্থা করা হয়েছিল তাদেরকে নির্বাচন করা ঠিক হবে না।

- ৩। এস,এস-৭৫ ও ছাবি অনুযায়ী পাশাপাশি দু'টি প্রদর্শনী ক্ষেত্রে সম্মত জাতের জন্য করতে হবে।
- ৪। প্রদর্শনী ক্ষেত্রে দু'টি জাতের মোট জমির প্রয়োজন হবে ২০ শতাংশ এসএস-৭৫ ও ১০ শতাংশ সম্মত।
- ৫। প্রতিটি জাতের প্রদর্শনীর জন্য ১১' X ৪৪' এর একখন্ড জমির প্রয়োজন হবে এবং দু'টি জাতের প্রদর্শনীর জন্য আইলসহ ১১' X ১০১' এর একখন্ড জমির প্রয়োজন হবে।
- ৬। প্রদর্শনীক্ষেত্রটি আইলের সাহায্যে মূল জমি হতে পৃথক করতে হবে। জাতগুলোর মাঝে ১' ফুট প্রস্থ আইল হবে।

৪। আলু :-

যে সকল বিষয়ে অগাধিকার দিতে হবে :

- ১। নেতৃত্ব দানে ক্ষমতাসম্পন্ন নতুন কলা কৌশল প্রয়োগে আগ্রহী ও উদ্যমী এমন (ইনোভেটর) অভাবে জ্ঞান গ্রহণে আগ্রহী (অ্যাটিলি এডপ্টার) দলীয় প্রগতিশীল চাষী নির্বাচন করতে হবে।
- ২। উত্তম চাষীর ভাল গোবর/আবর্জনাপছা সার থাকতে হবে।
- ৩। বীজ বোনা শুরুর হওয়ার কমপক্ষে ৩০ দিন আগে কৃষক নির্বাচন করতে হবে।
- ৪। নির্বাচিত কৃষকের নিকট প্রদর্শনীর উদ্দেশ্য এবং সুস্থ সার ব্যবহার সম্ভাব্য আর্থিক লাভ বিষয়দ্বায়ে ব্যাখ্যা করতে হবে।

৫। ছোলা :-

- ১। যে সকল কৃষক ও জাতটি পরামর্শ মোতাবেক করতে ইচ্ছুক কেবলমাত্র কেবল তাদেরকে অগাধিকার দিতে হবে।
- ২। যে সকল কৃষকের জমিতে ইতিপূর্বে উক্ত জাতটি প্রদর্শনীর ব্যবস্থা করা হয়েছিল তাদেরকে নির্বাচন করা ঠিক হবে না।

৬। চীনাবাদাম :-

- ১। যে সকল কৃষক উল্লিখিত জাতটি পরামর্শ মোতাবেক করবে তাদেরকে নির্বাচনে অগাধিকার দিতে হবে।
- ২। যে সকল কৃষকের জমিতে বিগত মৌসুমে উক্ত জাতটি প্রদর্শনীর ব্যবস্থা করা হয়েছিল তাদেরকে নির্বাচন করা ঠিক হবে না।

TABLE 2.10(c)TITLE : EDUCATION AND INCOME LEVEL OF RABI - CROP CULTIVATORS:

Education level	Frequency	Percentage	Income level (annual)	Frequency	Percentage
S.S.C. and above	21	23%	Tk. 50,000/- & above	6	7%
Primary	54	60%	" 40,000/- 50,000/-	16	18%
Literate	10	11%	" 30,000/- 40,000/-	22	24%
Illiterate	5	6%	" 20,000/- 30,000/-	24	27%
			Below Tk. 20,000/-	22	24%
Total	90	99.99%		90	100%

TABLE 2.43(a)

ANNEXURE-C

Title: Forms of Communication used by Officers of Ministry, DAE and UAO

Forms Used by	Letters		Face to Face discussions		Telephonic Discussions		Formal Meetings		Informal Meetings		others	
	f	%	f	%	f	%	f	%	f	%	f	%
Ministry	4	80%	3	60%	4	80%	4	80%	3	60%	-	-
DAE	4	80%	5	100%	5	100%	3	60%	3	60%	-	-
UAO	28	100%	28	100%	17	61%	26	93%	15	54%	5	18%
Total	36	95%	36	95%	26	68%	33	87%	21	55%	5	13%

TABLE NO. 2.43(b)

ANNEXURE - D

Title : Modes of communication by the officers

Methods Used.	1% - 20%				21% - 40 %				41% - 60%				61% - 80%				81% - 100%				TOTAL			
	MIN	DAE	UAO	TOTAL	MIN	DAE	UAO	TOTAL	MIN	DAE	UAO	TOTAL	MIN	DAE	UAO	TOTAL	MIN	DAE	UAO	TOTAL	MIN	DAE	UAO	TOTAL
LETTERS	2	2	10	14 (39%)	1	2	7	10 (28%)	1	-	6	7 (19%)	-	-	5	5 (14%)	-	-	-	-	4	4	28	36 (95%)
Face to Face Discussion	2	-	13	15 (42%)	-	2	6	8 (22%)	1	3	7	11 (31%)	-	-	2	2 (5%)	-	-	-	-	3	5	28	36 (95%)
Telephonic Discussion	-	-	17	17 (65%)	4	4	-	8 (31%)	-	1	-	1 (4%)	-	-	-	-	-	-	-	-	4	5	17	26 (68%)
Formal Meetings	2	-	11	13 (39%)	1	3	2	6 (18%)	1	-	13	14 (42%)	-	-	-	-	-	-	-	-	4	3	26	33 (87%)
Informal Meetings	2	3	13	18 (86%)	1	-	2	3 (14%)	-	-	-	-	-	-	-	-	-	-	-	-	3	3	15	21 (55%)
OTHERS	-	-	4	4 (80%)	-	-	1	1 (20%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	5 (13%)
TOTAL	8	5	68	81	7	11	18	36	3	4	26	33	-	-	7	7	-	-	-	-	18	20	119	157

TABLE NO. 2.51(b)

ANNEXURE - E

Title: Time required for taking a decision - opinion of DAE officers (HQ & Upazila)

	Upto 10 days			11 days-20 days			21 days - 30 days			31 days-40 days			41 days - 60 days			Above 60 days			Total
	DAE	Upazila	Total	DAE	Upazila	Total	DAE	Upazila	Total	DAE	Upazila	Total	DAE	Upazila	Total	DAE	Upazila	Total	
Mostly	1 (20%)	10 (36%)	11 (79%)	-	6 (32%)	6 (32%)	1 (20%)	4 (14%)	5 (33%)	1 (20%)	2 (7%)	3 (43%)	-	-	-	-	-	-	25
Occasionally	-	1 (3.6%)	1 (7%)	-	10 (52%)	10 (52%)	-	6 (32%)	6 (40%)	-	2 (7%)	2 (28%)	3 (60%)	-	3 (100%)	-	-	-	22
Rarely	-	2 (7%)	2 (14%)	-	3 (16%)	3 (16%)	-	4 (14%)	4 (27%)	-	2 (7%)	2 (28%)	-	-	-	1 (20%)	1 (3.6%)	2 (100%)	13
Total	1	13	14 (42%)	-	19	19 (56%)	1	14	15 (45%)	1	6	7 (21%)	3	-	3 (9%)	1	1	2 (6%)	60 (182%)

RESPONSES OF BLOCK SUPERVISORS
ON
THE REQUIREMENT & RECEIPTS OF INPUTS.

ANNEXURE - F

QUANTITY IN KG & TK IN THOUSANDS.

[illegible]

(17)	3,700	-	300	-	-	9	-	-	-	-	-	-	-	-
(18)	750	450	20	-	-	5	2	-	-	-	-	-	-	-
(19)	900	200	-	-	-	-	-	-	-	-	-	-	-	-
(20)	5,625	1,12,500	50	6	220	-	-	750	-	-	1	20	-	-
(21)	-	-	-	2	20	-	-	8,250	30,000	8,920	-	40	3	-
(22)	53,250	1,61,250	1,000	-	50	5	-	375	3,7500	500	-	-	-	-
(23)	20,438	37,500	500	3	7	5	-	-	-	-	-	-	-	-
(24)	-	-	-	5	2	11	-	-	-	-	-	-	-	-
(25)	-	-	-	7	5	20	-	-	-	-	-	-	-	-
(26)	-	-	-	1	1	11	-	-	-	-	-	-	-	-
(27)	-	-	-	6	34	1	-	-	-	-	4	9	-	-
(28)	-	-	-	5	6	1	-	-	-	-	2	-	2	-
(29)	-	-	-	6	6	1	-	-	-	-	-	-	-	-
(30)	-	-	-	10	9	-	-	-	-	-	-	-	-	-
(31)	150	3,000	20	3	12	-	-	-	-	-	-	-	-	-
(32)	187.5	3,000	25	4	12	2	-	29,635	15,400	1,000	-	-	-	-
(33)	-	-	-	6	22	1	5	-	-	-	-	-	-	-
(34)	-	-	-	7	19	2	-	95,775	1,565	150	-	-	-	-

(35)	-	-	-	-	-	-	-	1,500	18,750	100	4	25	-	-
(36)	9,000	37,500	5,00,000	21	25	-	-	-	-	-	16	-	-	-
(37)	-	-	-	-	16	-	5	-	-	-	-	-	-	-
(38)	-	-	-	-	9	15	500	500	20,000	300	5	9	6	-
(39)	-	-	-	-	9	17	50	37.5	1,875	25	-	1	-	-
(40)	273	200	1,500	3	1	-	-	-	-	-	-	-	-	-
(41)	7,500	5,625	1,000	-	1	-	-	-	-	-	-	-	-	-
(42)	67,800	1,05,375	25	-	5	-	-	28,125	-	10	-	-	-	-
(43)	-	-	-	-	-	-	-	3,750	-	2.5	-	-	-	-
(44)	22,500	1,31,250	80	1	7	5	690	375	-	-	-	-	-	2
(45)	26,250	1,57,500	100	2	5	5	800	562.5	-	-	-	6	6	7
(46)	1,87,500	90,000	500	5	4	8	150	-	-	-	-	-	-	-
(47)	1,87,500	1,12,500	50	2	3	6	150	-	-	-	-	-	-	-

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