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USAID/LAPIS PROJECT ASSISTANCE TO THE
MINISTRY OF AGRICULTURE'S

AGRICULTURE INFORMATION SERVICE

AUGUST 1986 TO NOVEMBER 1990

PROGRAM TERMINATION AND
ASSESSMENT REPORT

November, 1990

By:

The USAID Funded,

Lesotho Agriculture Production and
Institutional Support Project (LAPIS)

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INTRODUCTION

A. Agriculture Information Service (AIS)

AIS is a division of the Department of Field Services (DFS). Actual staff size is 41. Three staff members are posted to three rural districts. Other staff are centrally based at headquarter.

There are eight sections within the division. These are: Accounts, Stores, Maintenance, Art, Radio, Audio-visual, Press and Campaigns. AIS is primarily concerned with mass media communication in support of MOA development objectives. Activities involve production of circulars, leaflets, newsletters, posters, photographic materials, radio broadcasts and multi-media campaigns.

In 1986 USAID/LAPIS project assistance was initiated and in 1987 FAO began implementation of two short-term programs (one year each). In 1990, as LAPIS project support was phasing out, UNDP/UNFPA committed itself to a three year program of continued support. The nature of this continued support is based directly on lessons learned and improvements made during earlier activities.

B. LAPIS Project Support to AIS

LAPIS project support to AIS was initiated in August, 1986. This program was the responsibility of the project's Agriculture Education Component (AEC). One Technical Assistant, the Extension Education Specialist, was assigned to spend approximately 25% of his time coordinating project inputs. Short-term consultants and local hire assistants were occasionally employed to help with project implementation.

The LAPIS/AEC budget for support to AIS totalled \$107,078.00 (USD). Project objectives (as interpreted by the LAPIS Benchmark Report) indicated the following:

- ° Selected staff to be adequately trained (both long-term degree level and short-term).
- ° Improved (quantity and quality) of publications and radio outputs; improved means of distribution.
- ° Improved equipment inventory, usage and maintenance.
- ° Improved coordination with other MOA Divisions (especially DFS-Extension, ARD-Research and LAC- Education).

II. SITUATION AT AIS PRIOR TO LAPIS PROJECT ASSISTANCE

A. Flow Inputs/Stock Resources

1. AIS Budgets 1985/86

Salaries and Wages (41 positions)	M 153959
Travel and Transport (5 vehicles)	M 45792
Office Administration	M 4354
Operating Costs	M 14464
Special Expenditure	M 45264
Total	M 263833

2. Change Propensity

Prior to LAPIS project intervention in 1980, AIS had never received directed donor support. Some ad hoc assistance was provided prior to this time by the USAID/LCRD project. This support comprised occasional technical assistance to the press and radio sections and included some radio broadcast equipment. AIS staff evidenced a pride in their institution beyond compare. It is hypothesized that much of this pride stemmed from the fact that they had been on their own, without directed donor support, since their inception and that what they had operating they had done autonomously themselves. They recognized that there was room for improvement in their operations, sought support for these improvements and for the first time welcomed donor support to help achieve their perceived needs.

3. Capital

a) Physical Capital

A short-term consultant was employed by LAPIS in October 1986 to refine the project's strategy. His observations indicated that "AIS seems to be operating on only a few cylinders the constraints of space, equipment and trained personnel in some areas, together with the lack of financial resources, all make production of materials difficult the existence of much obsolete, inoperable equipment and out-of-date supplies takes up valuable space and obscures the true state of production capabilities". Word processing, printing, photographic and graphic equipment were identified as needs. A thorough cleaning, possible expansion of the physical structure, modification of the existing electrical supply and a

reallocation of space to the various AIS sections were prioritized.

b) Human Capital

There were 41 staff positions of which ten were vacant. Seven professional staff, twelve assistant-level staff and 12 junior staff were in position. Two staff members had B.S. degrees, the chief administrator and one information officer. The same short-term consultant identified the need to fill many of the vacant posts, for staff training at degree level for three staff members and for short-term training in printing, typing, press maintenance, radio broadcasting and photography for selected staff.

B. Intermediate Products

1. Leadership

Leadership at AIS was vested in the hands of the Chief Information Officer, Senior Information Officer and heads of the seven technical sections. According to the short-term consultant "a lack of coordinated effort with potential clients within the MOA means that the demand for services is not planned and much of the materials seem to be produced on an ad hoc basis". Leadership pertaining to personnel issues was fair; leadership pertaining to technical issues and to external linkages needed improvement.

2. Internal Structure

The Chief and Senior Information Officers and section heads served as managers for four technical sections (Press, A-V, Radio, Art/Printing) and three operations sections (Maintenance, Stores, Accounts). A fifth technical section for managing multi-media campaigns was a perceived need. At this time, AIS was completely centralized having no permanent staff members assigned to the districts.

3. Doctrine

In 1986, AIS's mandate was often viewed as direct support to the MOA administrative forces. AIS staff spent the majority of their time covering the activities of various officials. Radio broadcasts were a regularly scheduled event. Occasional technical publications, posters and multi-media campaigns were produced. Media support to MOA extension field activities, though of perceived importance, seemed to take a back seat to the more public-relations type of information reporting.

4. Program

The objectives of AIS, as explained in the previous section (B.3) concerning "Doctrine", were primarily defined as public-relations type of information reporting. However, there was a feeling that more should have been done to provide instructional media support to rural development. Programming to meet the institution's objectives, as explained in an earlier section (B.1) concerning "Leadership" was essentially done on an ad hoc basis.

5. Linkages

The statement by the 1986 short-term consultant to AIS, included earlier (section B.1), best reflected the overall status of external linkages to/from AIS. Linkages were loose. Production was carried out on an ad hoc basis and contact within the MOA with other divisions and district offices followed suit. Informal contacts had been established in the Range and Conservation Divisions and semi-frequent contact was evidenced with the Research Division.

6. Technology Acquisition

AIS was in a somewhat static state pertaining to the acquisition of new technologies as evidenced by infrequent occurrences of short-term training activities and the elemental state of its library. Only occasional technical assistance by the USAID/LCRD project brought minor innovation to the press and radio sections.

7. Resource Mobilization

As was stated, in 1986 AIS was in a somewhat static state. MOA expenditure on AIS was basic. The best reflection of AIS's ability to mobilize resources to its benefit was probably the intended advent of USAID/LAPIS and FAO support. AIS had been successful in attracting these resources.

C. Outputs

1. Current Services

- a) Press Section - This section produced bulletins, new articles and technical information for print and radio. The focus was on public-relations type of information reporting. This particular section probably generated the most output from AIS at the time. The printing done in 1986 was mimeographing of bulletins sent to extension personnel and farmers via bulk mailing to the district offices. The distribution mechanism was ineffective and according to the consultant, "quality is not good and the bulletins are not attractive; though considered cheap, they are in fact expensive if not read." At that time there were approximately 30 of these bulletins (in sesotho language) produced and reprinted each year.
- b) Radio Section - Ten programs per week were produced and aired over Radio Lesotho; eight of fifteen minutes and two of thirty minutes. Both public relations and instructional content were evidenced. According to the 1986 short-term consultant; "they seem to meet their schedules and to be in good shape."
- c) A-V Section - Quantifiable data is unavailable. This section was charged with producing photographs for public-relations and instructional purposes. The equipment used in 1986 was somewhat antiquated. Black and white developing was a capability; color photos were processed in the RCA. Slide shows for instructional purposes were completed infrequently. Video production was not a capability.
- d) Art Section - Quantifiable data is unavailable. According to the 1986 short-term consultant, the art section which primarily produced posters on an old silk screen press "obtained results remarkably good considering the equipment used." Production of graphics materials for inclusion in publications had been rudimentary and improvements were inhibited by lack of skill and equipment on the part of the artist.

2. Influence

The level of influence which AIS exerted in attempts to expand its support base is best reflected by those statements included in an earlier section (B.7.) pertaining to "Resource Mobilization". AIS was in a static state, MOA expenditure was basic and the best indication of positive influence concerned AIS's ability to attract USAID/LAPIS and FAO support. Within the MOA, a minor degree of influence was evidenced in a public-relations sense at higher administrative levels and in a technical sense among the divisions of Range, Conservation and Research.

3. Institutional reinvestment

As stated. AIS's static state, and MOA's limited investment in the institution severely handicapped any possibility at internally generated reinvestment or expansion.

III. LAPIS PROJECT STRATEGY/PROGRAM DESCRIPTION FOR AIS

A. Objectives

The objectives of LAPIS project assistance to AIS were defined with the help of a short-term consultant in October 1986. Technical assistance time and budgetary allocations dictated the extent of support. In consultation with AIS staff it was decided that support should concentrate on improvements to AIS's capability at producing extension publications. Other, more minor levels of support, would address the art and photography sections and improvements to the AIS library. These activities took the form of consultant, local-hire and TA assistance, short-term and long-term training opportunities, and commodities. In addition, activity which sought to ensure sustainability of the various improvements was initiated. This particular activity addressed improved coordination among the various facets of the MOA and farming community concerning demand for and usage of AIS services. Collaborative activity at AIS evolved with FAO and UNDP/UNFPA/Projects in pursuit of joint development objectives.

The LAPIS Project Benchmark Report established the following set of indicators for evaluative purposes when assessing project interventions at AIS:

- ° Effectiveness of short and long-term training efforts
- ° Quantity of publications and broadcasts for support to farmers and extension staff
- ° Quality and delivery time of information
- ° Equipment inventory and usage
- ° Effectiveness of information distribution systems
- ° Equipment maintenance and "down-time"
- ° Extent of coordination within MOA
- ° Management bodies/committees being functional

B. Technical Assistance

The strategy which the LAPIS project sought to follow concerning the degree of manpower technical assistance to AIS was varied. Technical assistance was required to identify and coordinate commodity purchases, to coordinate the integration and usage of these commodities and to provide leadership and training for effective running of the institution. One project Technical Assistant (TA), the Extension Education Specialist, was nominated on behalf of the project's Agriculture Education Component to coordinate these activities. Because of the various responsibilities this TA had, it was decided that

only an approximate 33% of his time would be allocated to these tasks. Hence, project interventions were designed to employ the use of local hire personnel and short-term consultant assistance for this TA.

C. LAPIS Project Commodity List (1986-1990)

◦	Workshop Tools	\$,778.00
◦	Building Modifications	3\$,547.25
◦	Electronics	\$,000.00
◦	Graphics	\$,000.00
◦	Audio-Visual Equipment	\$,549.53
◦	Photo Lab	\$,203.22
◦	Offset Print Press/Access	4\$,000.00
◦	Computer Typesetting/Access.	2\$,000.00

TOTAL: 10\$,078.00

D. Press Section Improvements

The primary objective of LAPIS project support to AIS concentrated on the institution's capability at producing extension publications. Short-term consultant assistance was employed to assist in designing this strategy. The program sought to supply computer typesetting equipment (and software), plate making and off-set press equipment, training in the operation and maintenance of this equipment and technical assistance concerning the production and dissemination of materials.

E. Other Institutional Improvements

Secondary objectives of LAPIS project support to AIS targeted the art and photography sections and improvements to the AIS library. Improvements to the Radio Section were not targeted as it was deemed adequate. Supportive assistance by an FAO sponsored communication specialist involved with a short-term program at AIS in 1988 lent guidance as to what materials were required to improve graphics and photo capabilities. The physical facilities of AIS, as identified by the 1987 LAPIS short-term consultant, were severely constrained by lack of space. A strategy set by the project was to construct an addition to the facility so as to accommodate expanded work space and an improved library to facilitate storage, retrieval and dissemination of materials.

F. Improved MOA Inter-Institutional Coordination

Improved coordination among the various facets of the MOA and farming community concerning demand for and usage of AIS services was a project objective. The LAPIS Project Paper proposed a "Task-Force for Training and Extension Packages" comprised of members from AIS, DFS, LAC and ARD as a coordinating body for this purpose. This task force, operational during the early stages of the project, later expanded its role and changed to meet the evolving needs of the MOA. The overall goal of these activities was to put in place a permanent mechanism which would facilitate the flow of "infusion information" from the farmers via extension staff to headquarter staff and "diffusion information" back from the headquarter specialists via AIS and extension staff to the farmer. The process was designed to ensure that AIS maintained a steady flow of information and that the information was factual and generated in response to actual needs.

G. LAPIS: FAO and UNDP/UNFPA Coordination

Two short-term assistance programs to AIS were planned by FAO (1987-89) and later a three year UNDP/UNFPA project was launched (1990). The LAPIS project sought close collaboration with these activities. The goal was to obtain a complimentary effect between the donors' pursuit of joint objectives at developing AIS.

IV. LAPIS PROJECT INPUTS

A. Technical Assistance

1. Long-Term Technical Assistance

The Extension Education Specialist of the project's Agriculture Education Component was assigned to spend approximately 25% of his time (August 1986 - November 1990) coordinating project interventions at AIS.

2. Short-Term Consultant Assistance

- a) R.B. MacMakin; (USA) October 5-12, 1986.
Identified the type of printing equipment needed and suppliers. He advised on remodeling of the existing building and manpower and management development issues.
- b) R.B. MacMakin; (USA) October 22-November 11, 1987.
Advised on the operation of the newly equipped publication section; i.e. developed formats for publications, identified staff training needs and began training, identified management and costing issues, identified building renovation needed, prioritized commodity needs.
- c) E.B. Coelho (Lesotho); November 17 to February 11, 1988. Continued training the computer typeset operators as was initiated by R.B. MacMakin and installed additional computer equipment and software.
- d) D. Hilleman (USA); February 5 - March 14, 1990.
Evaluated the publication function at AIS and advised on required improvements. Evaluated the means of information generation/dissemination and advised on required improvements. Advised on the means for establishing an evaluation section for continuous assessment of materials.
- e) D. Hilleman (USA); June 25-29, 1990. Facilitated the ongoing origination of an infusion:diffusion mechanism for training and media messages within the MOA. Assessed and made recommendations on the status of an ongoing evaluation exercise for AIS materials.

3. Local Hire Assistance

Mr. T. Foko was employed by the project from August 1988 to August 1990 as a computer typesetter at AIS. Mr. Foko, from Lesotho, provided overall leadership to the publications section. He originated and managed formatting, typesetting, record keeping and distribution mechanisms. He was replaced in August, 1990 by an AIS staff member who had returned from USA degree training.

B. Training

1. Long-Term USA Based Degree Training

- a) S. Thulo, B.S. Degree, Ag. Communications; Utah State University; December 1989
- b) A. Ts'iu, B.S. Degree, Journalism; Utah State University; June 1990
- c) M. Mosito; B.S. Degree, Ag. Communications; University of Arizona; June 1991

2. Short-Term Training (M, Male/FM, Female)

- a) Tour of RSA Directorate of Agric. Information (RSA); September 28 - October 1, 1986; 5M.
- b) Equipment Operation and Maintenance (Lesotho); January 15-16, 1987; 4M/2FM.
- c) Film and Audio Production (Lesotho - FAO); June 1987 (2 weeks); 4M/3FM.
- d) Printing Training (Lesotho - MOE); October 15 - December 15, 1987; 2M/2FM.
- e) Photography Training (Lesotho - MOE); November - December, 1987; 1M.
- f) Typeset Training (Lesotho); May, 1988 - July, 1990; 2M/3FM.
- g) Press Operation (Lesotho - RSA); May - October, 1988; 2M/2FM.
- h) Electronics Repair (RSA); October 31 - November 25, 1988; 1M
- i) Typeset Training (Lesotho); November - February, 1988; 1M
- j) Management Correspondence Course (Lesotho - RSA); September 1989; 1M.
- k) Business Studies (Lesotho - MOE); September, 1989; 1FM.

- l) Communications and Media (USA);
June 12-July 21, 1989; 1M.
- m) Information Officer Training (Lesotho);
November, 1989 (3 days); 4M/6FM.
- n) Leadership Training (Lesotho);
January, 1990 (5 days); 1M.
- o) USA Graduate Re-integration Conference (Lesotho);
February and July, 1990/91 3M.
- p) MOA Communications/Training Coordination (Lesotho);
June, October, January, April 1990/91; 14M/10FM
(institutionalized within MOA on a quarterly basis).
- g) Electronics Equipment Repair (Lesotho - RSA); October,
1990; 1M.

Totals: AIS staff - 32M/13FM.
Other MOA divisional associates-15M/16FM.
Note: The same individual may have been trained
more than once, counted more than once.

C. Commodities (Total cost = \$ 107,000.00)

1. Commodities Supporting Press Section

- a) Offset printing press (2)
- b) Supplies for press operation (ink, wash, solvent)
- c) Plate-maker for press operation
- d) Macintosh computers (2)
- e) Macintosh laser printer
- f) Macintosh ribbon printer
- g) Macintosh Stapler/Folder machine
- h) Hot water geyser and sink
- i) Three-phase electrical hook-up
- j) Desk, chair, file cabinet
- k) Workshop benches
- l) Computer software
- m) Computer scanner

2. Commodities Supporting Other Institutional Improvements

- a) Repair of A-V equipment
- b) Projector carrying cases (5)
- c) Projector bulbs and cords
- d) Refrigerator for chemical storage
- e) Generators (2)
- f) Light-Table
- g) Scalpels, blades and other graphic supplies
- h) Developing tank

- i) Print washer
- j) Print dryer
- k) Photography utensils
- l) Electronic equipment repair kits (2)
- m) Desk, chair, file cabinet
- n) Expansion of building (library, computer room, office)
- o) Library furnishings (shelves, tables, chairs, desk, file boxes, multiple publication copies)

D. Technical Services

1. Press Section

Technical assistance, training and commodity support to the press section was designed so as to enable AIS to produce factual and attractive printed training materials (circulars, leaflets, handbooks, reports, etc.) for timely and effective distribution to farmers and extension staff. Services expended by the project included: equipment selection and procurement, operation and maintenance training, publication design and production, distribution system design and up-keep, record keeping and materials storage, coordination within the MOA for sustained usage of AIS services and finally materials evaluation. An MOA newsletter was also initiated by the project (The "Temo Times") and later institutionalized by AIS.

2. Other Institutional Activities

- a) Technical assistance was offered to AIS concerning the coordination of radio broadcast design with messages being generated for print media.
- b) Technical assistance was offered to AIS concerning the selection and procurement of materials for the art and photo sections.
- c) Technical assistance was offered to AIS concerning the design and contracting of an expansion to the existing building. This expansion housed the new library facilities and assistance was provided in designing and equipping this facility.
- d) Technical assistance was provided to AIS for the repair of 25 existing pieces of A-V equipment.
- e) Technical assistance was provided to AIS concerning the design, collection and analysis of evaluative data assessing the effectiveness of AIS services and other sources of information preferred by the farming and extension community (to be completed February 1991).

3. MOA Inter-Institutional Coordination

Technical assistance was provided early on to the project initiated "Task Force for Training and Extension Packages". The objective of this work was to facilitate coordination between the MOA and AIS. The details of this work, responding to evolving needs, changed in 1989. A replacement group the Training/Communications Coordination Committee (T/CCC) then took over for the Task Force. Technical assistance by the project was active in the formation and subsequent successes of the T/CCC.

The T/CCC put in place a sustainable mechanisms linking farmer activities with extension in-service training by headquarter specialist staff. This mechanism ensured a constant infusion of informational needs from the farmer via extension staff to headquarter based specialists and diffusion of information in reverse. AIS staff play a key leadership role in managing this mechanism, hence ensuring that AIS generated media messages are responding to real needs and are factual. The T/CCC initiated the establishment of Training/Information Officers in all headquarter technical divisions and all ten rural districts. They serve to facilitate coordination for all training and instructional media issues.

4. LAPIS, FAO and UNDP/UNFPA Coordination

In 1987-89, FAO initiated two short-term assistance programs at AIS. These programs trained and equipped AIS staff for the capability of conducting multi-media campaigns. LAPIS project technical assistance and funding were provided in support of these efforts. In 1990 UNDP/UNFPA launched a three year support project at AIS. This project seeks to support and expand the successes of previous LAPIS project and FAO program interventions. This project will help decentralize much of AIS's activities and utilize the capabilities of conducting campaigns extensively. The project will carry on directly with the work of the T/CCC. LAPIS project technical assistance was provided in the design and initial implementation stages of this project.

V. CURRENT STATE OF DEVELOPMENT AT AIS

A. Flow Inputs/Stock Resources

1. AIS/MOA Budget 1985/86 - 1990/91

a) Budgets:

1985/86

Salaries and wages (41 positions*)	M. 153959
Travel and transport (5 vehicles)	M. 45792
Office administration	M. 4354
Operating costs	M. 14464
Special expenditure	M. 45264
Total	M. 263833

1986/87

Salaries and wages (40 positions*)	M. 165109
Travel and transport (4 vehicles)	M. 69520
Office administration	M. 9382
Operating costs	M. 18910
Special expenditure	M. 17370
Total	M. 280291

1987/88

Salaries and wages (40 positions*)	M. 182746
Travel and transport (4 vehicles)	M. 116830
Office administration	M. 19305
Operating costs	M. 30866
Special expenditure	M. 95588
Total	M. 445335

1988/89

Salaries and wages (42 positions*)	M. 177407
Travel and transport (5 vehicles)	M. 145654
Office administration	M. 31752
Operating costs	M. 69220
Special expenditure	-
Total	M. 424033

1989/90

Salaries and wages (49 positions*)	M. 328615
Travel and transport (6 vehicles)	M. 220430
Office administration	M. 63496
Operating costs	M. 110303
Special expenditure	-
Total	M. 843278

1990/91

Salaries and wages (50 positions*)	M. 341522
Travel and transport (6 vehicles)	M. 225212
Office administration	M. 87808
Operating costs	M. 153948
Special expenditure	-
Total	M. 808490

* Position numbers stated are established positions - in 1985/86, 31 of 41 positions were filled; in 1986/87, 32 of 40 positions were filled; in 1987/88, 30 of 40; in 1988/89, 32 of 42; in 1989/1990, 41 of 49; and in 1990/91, 41 of 50 positions were filled.

b) Analysis of Budgetary Trends

The approximate 50% increase in the AIS budget from 1986/87 to 1987/88 was based specifically on increased expenditures for: local travel, postage, printing supplies, equipment maintenance, book purchases and media equipment purchases (recorders). The approximate 100% increase in the budget from 1988/89 to 1989/90 was based on increased expenditures for the same items as listed above and for the salaries of an additional seven new staff members. These seven staff members are extension personnel holding assistant-level positions. The increase in staff numbers may be viewed as increased MOA support for AIS; yet they are junior staff, inexperienced, and their professional contribution will be basic initially. The increase in commodity, travel and maintenance budgets should be viewed as increased MOA support and reflects an awareness of the need to sustain ongoing services, contact with the rural districts and maintenance of newly acquired equipment.

2. Change Propensity

Change at AIS from 1986 to 1990 has been dramatic. The number of degree holders has increased by 150%, from 2 to 5. Short-term training opportunities have provided for increased skill levels. Commodity purchases have enabled AIS to mount a relatively sophisticated publication function. Exposure and coordination with other MOA divisions and district offices has improved the ability to provide for real needs. AIS has changed alot and given the fact that they played the key role in implementing this change (LAPIS technical assistance was only one of guidance), the propensity for growth and change in this institution was and continues to be great. LAPIS and FAO assistance has come to a close but UNDP/UNFPA assistance has recently been initiated and AIS services should continue to improve with this guidance

3. Capital

a) Physical Capital

The physical facilities housing AIS are small. The addition to the building funded by the project has provided for an office, a computer room and a library. This has helped considerably, yet space remains constrained. LAPIS has fully equipped AIS with the capability of producing and distributing professional publications for the MOA. All necessary equipment is operational. A fully equipped library can now service the MOA and it's clientele. The radio section continues well off. The audio-visual and press sections, supported by FAO, have improved with the addition of video and audio recorder equipment. The photography function at AIS is adequately equipped to produce black and white photos; yet equipment for making half-tones and for processing color slides is needed. The graphics function is equipped at a basic level and if these operations are to develop, equipment will be required. Transportation (3 Land Cruisers) provided by UNDP/UNFPA has helped to alleviate the constraint affecting mobility.

b) Human Capital

See earlier section (A.1.) concerning staffing trends. There are presently 50 positions of which nine are vacant. Twelve professional staff, Twenty one assistant-level staff and eight junior level are in position. The increase in staff numbers during the life of the project may be viewed as supportive; yet these additional staff are assistant-level (recent certificate holders), inexperienced, and their professional contributions will be basic for a sometime to come. In the 1989/90 and 1990/91 budget estimates submitted to the MOA by AIS, four new positions (Production Supervisor, Printing/Computer Assistant and two Typists) were requested. In both cases these requests were denied. These positions are needed to adequately support the new publication function initiated by LAPIS. Five AIS staff members now have degrees and 45 staff members received short-term training opportunities under LAPIS since 1986. Skills levels are better, yet there is still need for improvement especially in the realm of management for the professional staff.

B. Intermediate Products

1. Leadership

Leadership at AIS is vested in the hands of the Chief Information Officer (CIO), Senior Information Officer (SIO) and heads of the eight operations/technical sections. Five of these individuals will have B.S degrees (CIO and four technical section heads). Leadership is better now than it was in 1986, yet still requires some development. Upper level management (CIO and SIO) need to more closely monitor section activities, facilitate planning and hold staff accountable for production targets. Section heads need to do likewise. Constraints to production no longer lie in a lack of technical expertise but in a lack of administrative accountability. Leadership dealing with external linkages to other MOA divisions and districts has improved considerably. Important leadership to the MOA's Training/Communications Coordination Committee (T/CCC) is provided by an AIS staff member. UNDP/UNFPA project are doing much to improve the decentralized link between MOA district activities and AIS.

2. Internal Structure

The internal structure of AIS is adequate. The C.I.O., S.I.O and section heads serve as managers for five technical sections (Press, A-V, Radio, Graphics, and the new Campaigns section) and three operations sections (Maintenance, Stores and Accounts). The ratio of administrator to subordinate is manageable. AIS now has three staff members posted to the three districts of Butha-Butha, Thaba-Tseka and Mohale's Hoek. AIS staff should also be posted to the remaining seven districts. Good linkages with other MOA divisions and rural districts is now takes place via the T/CCC.

3. Doctrine

AIS now views it's mandate differently than it did in 1986. The feeling at AIS now is that it's services should primarily supply the needs of the farmers and the MOA extension services and secondarily the public-relations needs of the various GOL/MOA officials. Radio broadcasts, publications and campaigns are regularly scheduled activities targeting farmers and extension staff. The ongoing UNDP/UNFPA project, picking up on the past activities of the two FAO programs, is specifically working with farming communities in three districts.

4. Program

The objectives of AIS, as explained in the previous section (B.3.) concerning "Doctrine", are primarily defined as supplying the farmers and MOA extension services with the required instructional media materials. To meet these objectives AIS now takes advantages of it's links to other MOA divisions and districts via the activities of the T/CCC and network of Training/Information Officers. These links provide an infusion process of transferring needs from the farmer/extension level to the headquarter division specialists and a diffusion of information in reverse. These links keep the programming process at AIS aware of priority issues and guarantee a supply of factual information. The ongoing UNDP/UNFPA project has put into effect another infusion:diffusion process using various community groups in three districts as their means of coordination for effective programming. The UNDP/UNFPA project has also pledged support to the activities of the T/CCC until 1993.

5. Linkages

As was stated in the previous section (B.4.) concerning "Programming", linkages between AIS and the various MOA headquarter divisions and rural district offices has improved considerably. The T/CCC and network of Training/Information Officers represent a permanent means of coordination. The terms of reference for these T/I Officers has been agreed to at all levels in the MOA. They are charged with coordinating the training and instructional media needs of their divisions/districts offices. The T/CCC acts as a steering committee for this group and AIS provides important leadership in the T/CCC. The marriage of training and media inherent in this coordinating system and the link provided between farmer, extension and headquarter staff ensures that AIS is kept current and that their information is factual. The UNDP/UNFPA project also works to improve the link between AIS and farmers/extension staff via their work in three rural districts. This effort has done much to improve the link to district offices.

6. Technology Acquisition

The situation at AIS pertaining to their ability at acquiring new technology has much improved. The presence of LAPIS project, FAO program and UNDP/UNFPA project activity has allowed AIS to take on new printing, computer, photography, recording and video technologies. LAPIS intervention cemented the adoption by AIS staff of a publication function and FAO affected greatly AIS staff's ability to conduct multi-media campaigns. UNDP/UNFPA will make use of these new technologies. The improved ability of AIS to acquire new technologies on their own, from non-donor sources, is best reflected by their commitment to improving their library facility. LAPIS provided the funds for the structure, but MOA has provided (since 1987) the money for book and periodical purchases. The MOA, since 1987, has also increased the budget for AIS purchasing of printing supplies and media equipment (audio, graphics, photo, etc.). UNDP/UNFPA support will continue until 1993, hence technology acquisition will be facilitated. For AIS to remain a dynamic institution computer software must be constantly updated, graphics technology must be advanced and photo/video capabilities must be more fully integrated. AIS needs to convince MOA of the importance of supporting these activities on a systematic and on-going basis.

7. Resource Mobilization

As was reflected in all previous sections, AIS's ability at mobilizing resources has improved dramatically. Prior to 1986 AIS had never received directed donor support. Now three projects/programs have been implemented and MOA's budget for AIS has increased over 220% since the beginning of the LAPIS project. UNDP/UNFPA assistance will continue until 1993 and should help further expand AIS's realm of influence in mobilizing resources to help itself.

C. Outputs

1. Current Services

a) Press Section

Now managed by a recently returned B.S. degree graduate. This section continues to produce bulletins, news articles and technical information for print and radio. Because of the decreased focus on public-relations type of information reporting, this section now produces much more technical information. "The Temo Times", an MOA newsletter initiated by the LAPIS project, is now institutionalized. Leaflets, circulars, bulletins, reports, handbooks, lecture notes and research guidelines are produced for farmers, MOA staff and students in english and sesotho. Todate, over 60 leaflets, 70 circular, 10 reports and bulletins, 17 handbooks, 25 lecture notes and 25 research guidelines have been or are in the process of being produced.

Because of the abnormal pressures exerted by LAPIS project activity on the production of publications some of the reports, lecture notes, and research guidelines were not printed at AIS. These materials were patterned on AIS formats and are cataloged and distributed via AIS. As pressures are reduced, project precipitated printing at AIS will phase in more completely.

Distribution of these materials is now much more effective. To date over 4500 copies of materials are distributed in mass mailings to community groups, school groups, associations and institutions. To date over 3800 copies of materials are distributed individually to farmers and extension staff. The mailing lists were compiled by receipt of questionnaires requesting personal inclusion and are maintained on a computer which generates mailing labels. Other forms of distribution include support to campaigns, pitsoos and direct distribution via COOP Lesotho depots.

A mechanism for ensuring a steady flow of information to the press section has been institutionalized. This mechanism, facilitated by the T/CCC, serves to link extension staff training with publication and radio broadcast production. This mechanism, a quarterly extension training program, ensures that priority issues are handled factually. The T/CCC and its network of division/ district Training/Information Officers serves to coordinate publication production and dissemination throughout the MOA and Lesotho.

An evaluation of the perceived effectiveness of AIS publications and radio broadcasts is presently being implemented. The results should be available in February of next year and will be published as a separate report.

b) Radio Section

The number of radio broadcasts aired over Radio Lesotho by AIS is the same now as it was in 1986. Ten programs are produced each week; eight of fifteen minutes and two of thirty minutes. Instructional information is now much more prominent. As was stated above (section C.1.a), a mechanism linking extension staff training with publications and radio broadcasts has been institutionalized. This ensures that priority issues are handled factually. Also, as stated above, an evaluation of the effectiveness of radio broadcasts is being implemented and will be reported in February.

c) A-V Section

Now managed by a recently returned degree graduate. This section, charged with producing photographs and video programs for public-relations and instructional purposes, has developed somewhat. Photo developing equipment was upgraded by LAPIS and video equipment installed by FAO. Video equipment was also supplied to the three districts that UNDP/UNFPA work in (Butha-Buthe, Thaba-Tseka, Mohale's Hoek). Color photo developing (slides) has yet to be a capability. Production by this section has not met it's full potential. Slide and video shows are produced but quality and quantity need improvement. It is expected that the new head of section, tapping the impetus to produce provided by the UNDP/UNFPA project, should provide the required leadership. It is expected that slides and video will play an important role in the future.

d) Art-Section

This section, charged with producing posters and graphics materials for inclusion in publications, requires further development. LAPIS supplied a minor amount of equipment for these purposes. Output from this section is minimal. Posters are occasionally produced; graphics material for publications are rarely developed. The recent absence of a trained artist has inhibited the inclusion of work from this section into publications. A computer scanner was recently purchased to offset this deficiency and the press section is just now learning how to use it.

e) Campaign Section

This section was put in place in 1988 and was instigated by the FAO programs. This section, headed by a degree graduate, seeks to tap the resources of the other four technical sections. Multi-media campaigns were routinely run by AIS prior to program/project intervention but have improved greatly in past years. The ongoing UNDP/UNFPA project will make constant use of this capacity. An infusion mechanism for generating the specific content of messages is in place. An evaluation mechanism for assessing their effectiveness is now being developed.

2. Influence

The level of influence which AIS exerts today is considerably greater than in past years. Those statements included in an earlier section (B.7) pertaining to "Resource Mobilization" lend credence to this fact. Not only has AIS influenced LAPIS, FAO and UNDP/UNFPA but has also influenced the MOA (reflected by a 220% budget increase since 1986). Influence by AIS is facilitated throughout the MOA and Lesotho by the work of the T/CCC and network of division/district Training/Information Officers. AIS staff have also expanded their influence since 1987 by assisting with the teaching of a course on "Extension Methods" at the Lesotho Agriculture College.

3. Institutional Reinvestment

As mentioned previously, AIS has managed to attract resources from both the MOA and donor community. Their own monies have been allocated to further development of their press section, library and district based work in the way of books, printing materials, postage and travel costs. The reorganization of staff and subsequent creation of a "campaign section" evidenced an investment in more effective operations. The change in doctrine from one of public-relations reporting to one of instructional media assistance for farmers and extension staff evidences an investment in Lesotho's development. Training for the staff both long-term degree and short-term, represents an investment in human capital. Ongoing UNDP/UNFPA assistance should help to maintain and institutionalize this momentum.

VI. IMPLICATIONS FOR THE FUTURE

A. Management Issues

1. The size of the headquarter based staff at AIS has nearly reached it's maximum. Additions of assistant-level personnel, hired by the MOA based on historical precedent (habit), should be discouraged.
2. District based AIS officers should be posted to the seven districts which do not have officers at this point in time (Butha-Buthe, Thaba-Tseka and Mohale's Hoek do have officers). This will do much to improve the decentralized activities of AIS.
3. Incentives for increased job performance should be made available to all Section Heads. Section Heads must take a more active role in supervising their staff. Personnel management training should be provided.

B. Budget Issues

Each year MOA/GOL should provide systematic adjustments to the budget based on calculated annual salary increases and inflation pressures on operating costs. Systematic increases have not been the case. Occasional annual increases and decreases during the past six years confuses planning and operation procedures. See also the comments following in section (C.1.b.) concerning operating costs for the printing function.

C. Services

1. Printing Function

- a) Better management of this function needs to be provided. The appropriate section head post should be upgraded to compensate for the level of responsibility required. This particular position carries management responsibilities for a large number of staff and activities (typesetting, printing, collating, distribution, record keeping). The position might be renamed "production supervisor", as per past request to MOA for upgrading/establishing the status of this position.
- b) The positions of printing/computer assistant and two typesetters, previously requested of the MOA, should be established and filled.
- c) The mechanism for maintaining operating costs for this function needs to be improved. Either a revolving fund should be set up to accept revenue from other divisions and/or the AIS budget should be increased to accommodate all printing requirements of the divisions. It estimated that over M3000 per month is at stake.
- d) Size of the run and distribution of all publications should be carefully checked to make sure that the capacity of AIS is not exceeded. Time factors, quality of print, personnel constraints and level of cost should be monitored with the focus on optimum production capacity.
- e) Graphics should be incorporated to a greater degree in all publications. Equipment for making half-tones so as to enable the inclusion of black and white photos should be purchased.

2. Photo/Video Function

These functions should be more adequately developed. Video can play an important role in documenting "infusion" information from the field and delivering it to appropriate sources. Video and photo media can play an important role in providing instructional information to extension staff and farmers.

3. Graphics Function

A full-time skilled artist should be employed. Graphics technology should be improved. Half tone equipment should be supplied. The computer scanner should be used more professionally. Publications should incorporate more graphics to improve readability and appearance (especially for less literate audiences).

4. Equipment Maintenance Function

Maintenance is of growing importance given the increased numbers of fairly sophisticated equipment (computer, print, video). Adequate training should be provided to staff in the appropriate section. Fault tracing of electronic equipment should be emphasized.

D. Training

Long-term (degree) and short-term training opportunities should be maintained for the staff. This can provide incentives for improved job performance as well as increased skill levels. In particular, training should be provided in equipment maintenance and personnel management.

E. Technology Acquisition

Books and periodicals for the library should be constantly updated and the facility should be maintained in a way that encourages AIS staff and clientele to use it. Computer software should be periodically upgraded.

F. Physical Facility

AIS operations remain severely constrained by a lack of physical space. The adjacent buildings, now controlled by the Conservation Division, should be allocated to AIS.

G. Linkages

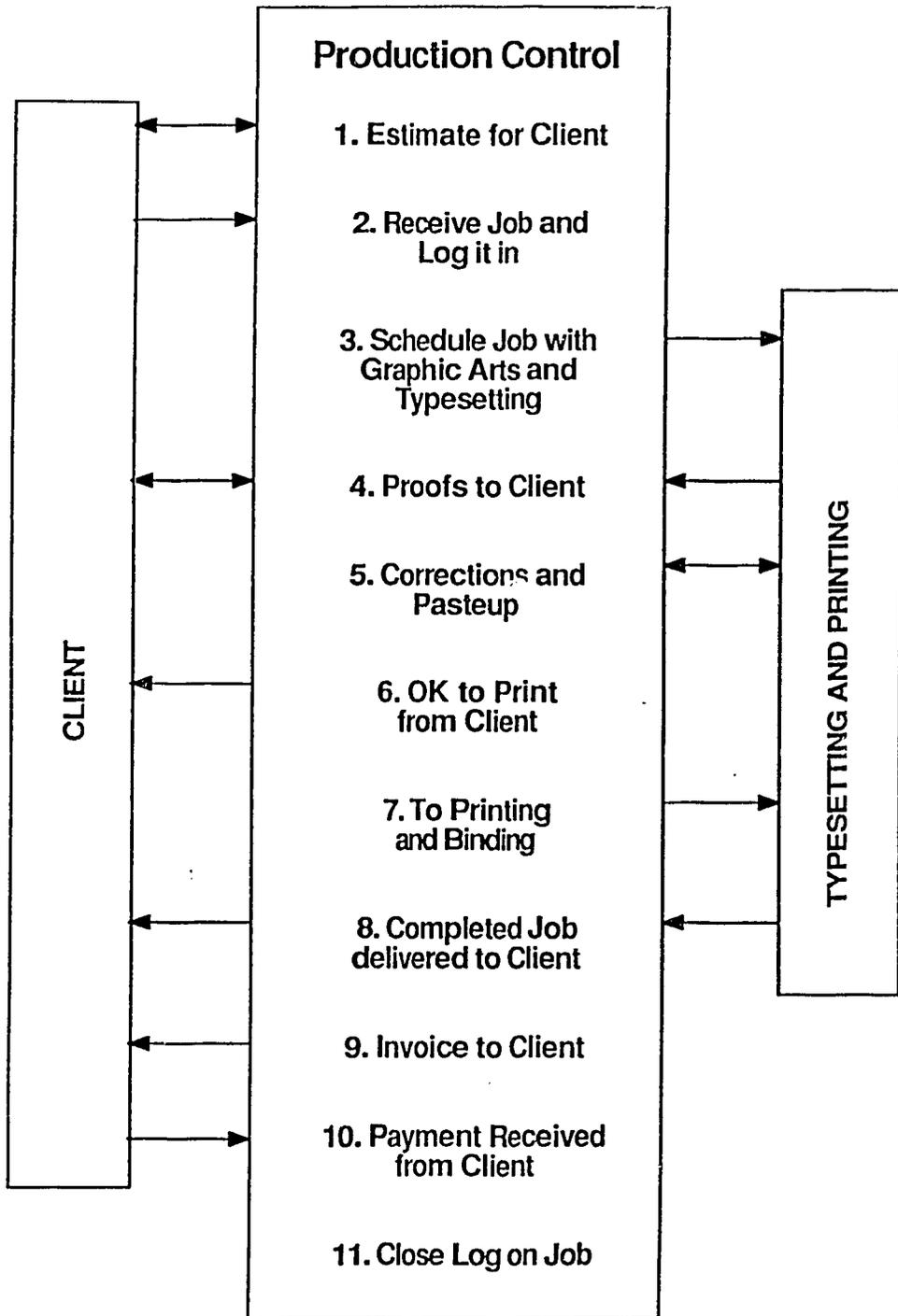
Activities of the T/CCC and network of Training/Information Officers, including the Quarterly Extension In-Service Training Program; should be firmly supported. These activities are an important institutionalized source of coordination between AIS, MOA divisions and the farming community.

H. Donor Support

The ongoing UNDP/UNFPA project and all future projects, regardless of the theme which they wish to support, if involved with using AIS services should recognize the need for building on the capabilities of (improving) the institution.

APPENDIX ONE

AGRICULTURE INFORMATION SERVICES PRODUCTION CONTROL SYSTEM



APPENDIX TWO

	A	B	C	D	E	F	G	H	I	J	K	
1												
2	Agric. Information Service, Ministry of Agriculture, Cooperatives and Marketing, Box 24, Maseru 100, Lesotho.											
3												
4												
5												
6	1 = INITIAL PROOF		C = CIRCULAR									
7	2 = FINAL PROOF		B = BULLETIN									
8	3 = READY FOR PRINTING		No. = LEAFLET									
9	4 = PRINTED & DISTRIBUTED		R = Report									
10	5 = DATE DISTRIBUTED		M = Manual									
11	6 = NO. OF PAGES		L = Lecture Notes									
12												
13												
14												
15												
16												
17				THE REPORT WAS COMPILED ON SEPT. 19 1990								
18												
19												
20												

AC

TITLE	INDEX	INITIAL PROOF	FINAL PROOF	READY FOR	PRINTED & D	SUBJECT	RECIPIENT	QUANTITY	DATE	DISTRIBUTE	No of
Temo ea meroho					*	Horticulture	Farmers & Extension	3500	Aug 89		4
Choice and use of centrifugal pumps	C 1				*	Farm Machinery	Farmers & Extension	1300	June 89		4
Lesotho production Guide for dry beans	C 1				*	Agronomy	Farmers & Extension	520	Dec 89		6
Forage Plants, Morphology, Physiology and uses.	C 1-89				*	Range	Extension staff	250	Mar 89		4
Cabbage Production	C 10				*	Horticulture	Farmers & Extension	550	Feb 90		6
Litholoana Isa phuliso -lekhulo le liphoofofo	C 10				*	Range	Farmers & Extension	1040	Aug 89		1
Phepo ea ngoana	C 10				*	Nutrition	Farmers & Extension	5000	Oct 88		4
How to mix and measure pesticides	C 11				*	Plant Protection	Extension staff	450	July 89		2
Vegetables preparations	C 11				*	Nutrition	Farmers & Extension	3000	Dec 89		3
Mekhoa ea ho kopanya le ho metha meriana - lijalo	C 11s				*	Plant Protection	Farmers & Extension	3300	July 89		2
Kheho ea lipoho	C 12				*	L Stock	Farmers & Extension	1500	Feb 88		4
Pasture grass - Oats	C 12				*	Range	Extension staff	650	Nov 89		6
Utilization of five perenial - fodder production	C 13				*	Range	Extension staff	560	Feb 90		10
Nutrition and Feeding of Beef Cattle	C 13/87				*	L Stock	Extension staff	500	May 89		8
Mathata a ts'ebeliso empe ea lekhulo	C 14				*	Range	Farmers & Extension	1800	Feb 90		2
Nutrients and their sources	C 14				*	L Stock	Extension staff	500	May 89		7
Forage grass - Annual ryegrass	C 15				*	Range	Extension staff	550	Dec 89		5
Management and husbandary of small stock	C 15				*	L Stock	Extension staff	450	July 89		5
Performance of Merino -PART 1	C 16				*	L Stock	Extension staff	500	Feb 89		7
The practical and economic aspects of wool Vs muttor	C 17				*	L Stock	Extension staff	800	June 89		10
Effect of supplemental grazing - mountain cattle	C 18				*	L Stock	Extension staff	700	June 89		6
Feed efficiency - Oxen	C 19				*	L Stock	Extension staff	500	May 89		6
Theko le thekiso ea liphoofofo Lesotho	C 2				*	Marketing	Farmers & Extension	3000	Dec 89		2
Performance of Merino -PART 2	C 22				*	L Stock	Extension staff	3000	July 89		5
Phepo le ho sila lijo hoa liphoofofo	C 23				*	L Stock	Farmers & Extension	3000	Aug 89		2
Common diseases of sheep in Lesotho	C 24				*	L Stock	Extension staff	500	Sep 89		6
Feed efficiency - Wool	C 26				*	L Stock	Extension staff	700	Nov 89		15
Theko le thekiso ea tse behoang ke Liphoofofo	C 27				*	L Stock	Farmers & Extension	450	July 89		5
Preserving food for future use	C 3				*	Nutrition	Extension staff	200	May 89		5
Tlhokomelo le paballo ea likhuts'oane	C 32				*	L Stock	Farmers & Extension	2250	Feb 90		2
Development of Lamb-Fattening - feedstuffs	C 37				*	L Stock	Extension staff	650	Nov 89		11
Disease of cattle	C 39				*	L Stock	Extension staff	650	Feb 90		9
Food safety and hygiene	C 4				*	Nutrition	Extension staff	200	July 88		3
Stall and supplemental feeding	C 40				*	L Stock	Extension staff	650	Dec 89		13
Formulation of swine rations from local feedstuffs	C 41				*	L Stock	Extension staff	700	Dec 89		10
Low bulk high energy cereals	C 5				*	Nutrition	Extension staff	200	July 88		4
Protein - energy malnutrition	C 6				*	Nutrition	Extension staff	200	July 88		10
ABC of Vitamins & Minerals	C 7				*	Nutrition	Extension staff	600	June 89		9
Vegetables nursery beds and transplanting	C 7/87				*	Horticulture	Extension staff	200	Dec 87		4
Grow holes	C 8/87				*	Horticulture	Extension staff	200	June 88		5
Pasture grass - fodder sorghum	C 9				*	Range	Extension staff	450	July 89		5
Vitamins	C 9				*	Nutrition	Extension staff	500	Aug 89		8
Harvesting and storing vegetables	C 9/87				*	Horticulture	Extension staff	200	Feb 88		6
Kotulo le poloko ea meroho	C 9s				*	Horticulture	Farmers & Extension	3300	July 89		5
Berea	Cards				*	A.I.S.	Farmer's Prices	450	Apr 90		4
Malsieng Price Cards	Cards				*	A.I.S.	Farmer's Prices	600	May 89		4

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TITLE	INDEX	INITIAL PROC	FINAL PROOF	READY FOR	PRINTED & D	SUBJECT	RECIPIENT	QUANTITY	DATE DISTRIBUTE	No of
Qacha's nek Price Cards	Cards				*	A.I.S.	Farmer's Prices	450	May 89	4
Outhing Price Cards	Cards				*	A.I.S.	Farmer's Prices	450	June 89	4
Sehonghong Price Cards	Cards				*	A.I.S.	Farmer's Prices	450	Apr 89	4
Semonkong Price Cards	Cards				*	A.I.S.	Farmer's Prices	450	Apr 89	4
Semonkong Price Cards	Cards				*	A.I.S.	Farmer's Prices	450	Apr 90	4
Certificates	Certificat				*	Conservation	Conservation	24	Oct 88	1
Family Planning Devices	Flip Chrd				*	Nutrition	Nutrition Division	200	Oct 88	11
Fertilizer and Seed Recommendations	Hand Book				*	Research	Farmers & Extension	300	Oct 88	9
Instruction Book - Maintenance on Engines	Hand Book				*	Farm Machinery	Farmers & Extension	300	Dec 88	8
L/Stock Technical Bulletin	Hand Book				*	LAC / LAPIS	LAC / LAPIS	500	Jan 88	10
LAC Staff Hand Book	Hand Book				*	LAC / LAPIS	LAC / LAPIS	200	Feb 88	19
Menont's'a le Lipeo Ise khothaletsoang	Hand Book				*	Research	Farmers & Extension	200	Oct 88	12
LAC Information Outline	Hand Boc				*	LAC / LAPIS	LAC / LAPIS	260	May 89	9
Basic Nutrition	Handbook				*	LAC	Libraries		Jun 90	54
Malnutrition	Handbook				*	LAC	Libraries		Jun 90	82
Nutrition and your Health	Handbook				*	LAC	Libraries		Jun 90	10
Agricultural Engineering Education	L				*	LAC/LAPIS	Libraries		Jun 90	200
Ecology Lecture Notes	L				*	LAC/LAPIS	Libraries		Jun 90	92
Vegetable Production Notes for Lesotho	L				*	LAC/LAPIS	Libraries		Jun 90	74
Extension Education	L 11				*	LAC/LAPIS	Libraries		Jun 90	74
Irrigation and Water Resources	L 12				*	LAC/LAPIS	Libraries		Jun 90	216
Basic palant biology for Lesotho	L 13				*	LAC/LAPIS	Libraries		Jun 90	85
Biochemistry for Home Economics students	L 13				*	LAC/LAPIS	Libraries		Jun 90	147
Poultry husbandry in Lesotho	L 5				*	LAC / LAPIS	Libraries		Jun 90	85
Computer Appreciation	L 6				*	LAC/LAPIS	Libraries		Jun 90	74
Animal Nutrition	L 8				*	LAC/LAPIS	Libraries		Jun 90	143
Rural Sociology and Development	L 9				*	LAC/LAPIS	Libraries		Jun 90	23
Leselinyana la Banka ea Temo *2nd	Leselinyar				*	Agric Bank	Agric Bank	5000	July 89	6
Fruit tree growing	M				*	LAC / LAPIS	Libraries		Jun 90	90
Gravity fed sprinkler irrigation systems for LES.	M 90-001				*	Research	Libraries		Jun 90	179
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	400	Apr 89	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	1000	Apr 90	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	900	Aug 89	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	300	Dec 88	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	1000	Dec 89	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	300	Feb 89	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	1000	Feb 90	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	300	Jan 89	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	1000	Jan 90	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	800	July 89	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	1000	July 90	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	500	June 89	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	300	Mar 89	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	1000	Mar 90	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	400	May 89	4 A3
Temo Times	Newsletter				*	MOA/LAPIS	Extension staff	1000	May 90	4 A3

TITLE	INDEX	INITIAL PROO	FINAL PROOF	READY FOR	PRINTED & D	SUBJECT	RECIPIENT	QUANTITY	DATE DISTRIBUTE	No of
Temo Times	Newsletter				*	MOALAPIS	Extension staff	300	Nov 88	4 A3
Temo Times	Newsletter				*	MOALAPIS	Extension staff	1000	Nov 89	4 A3
Temo Times	Newsletter				*	MOALAPIS	Extension staff	300	Oct 88	2 A3
Temo Times	Newsletter				*	MOALAPIS	Extension staff	1000	Oct 89	4 A3
Temo Times	Newsletter				*	MOALAPIS	Extension staff	900	Sep 89	4 A3
Temo Times	Newsletter				*	MOALAPIS	Extension staff	1000	Aug. 90	4 A3
Temo Times	Newsletter				*	MOALAPIS	Extension staff	1000	Sept. 90	4 A3
Lema linooa	No 1				*	Agronomy	Farmers & Extension	3500	Aug 89	2
Lema poone	No 1				*	Agronomy	Farmers & Extension	3500	Aug 89	3
Itokisetse temo ka ho bea thepa maamong	No 1				*	Farm Machinery	Farmers & Extension	3500	Aug 89	2
Hlaola hlaba-hlabane	No 2				*	Weeds	Farmers & Extension	4000	Oct 89	1
Temo ea koro le erekisi ka maluting	No 2				*	Agronomy	Farmers & Extension	3500	Aug 89	2
Lema mabele	No 3				*	Agronomy	Farmers & Extension	3500	Aug 89	2
Thibela lefu la monyekane	No 3				*	L Stock	Farmers & Extension	5000	Nov 89	2
Temo ea lifate tsa litho'oana	No 38				*	Agronomy	Farmers & Extension	3500	July 89	1
Tlhokomelo ea lifate tsa litho'oana	No 39				*	Agronomy	Farmers & Extension	3000	July 89	1
Phaolo ea lifate tsa litho'oana	No 40				*	Agronomy	Farmers & Extension	3000	July 89	1
Felisa lekhoe khoe ka ho tipa linku le lipoli	No 5				*	L Stock	Farmers & Extension	5000	Nov 89	2
Temo ea mokopu le mahapu	No 5				*	Agronomy	Farmers & Extension	3500	Aug 89	2
Sebelisa mononts'a oa LAN kapa UREA u eketse chai	No 6				*	Agronomy	Farmers & Extension	5000	Nov 89	1
Eketsa r'hai ka ho phethola mariha	No. 1				*	Soil	Farmers & Extension	3780	Feb 90	2
Lefu la maphele likhuts'oaneng	No. 1				*	L Stock	Farmers & Extension	5000	Oct 89	1
Thibela likokoanyana le mafu - litho'oana	No. 1				*	Horticulture (Fruits)	Farmers & Extension	5000	Aug 89	2
Thibelo ea likokoanyana lijalong tsa lehlabula	No. 1				*	Plant Protection	Farmers & Extension	3000	Dec 89	2
Tlatsetsa lekhulo ka ho lema furu	No. 1				*	Range	Farmers & Extension	4600	Feb 90	2
Lefu la mats'oalo likhuts'oaneng	No. 2				*	L Stock	Farmers & Extension	5000	Oct 89	2
Phepo ea liphoo'olo mariha	No. 2				*	Range	Farmers & Extension	4200	Feb 90	2
Tlhokomelo ea makonyana le mapotsanyane	NO. 2				*	L Stock	Farmers & Extension	5000	Aug 88	1
Not's'a mobu ka ho ts'ela moiteli	No. 3				*	Soil	Farmers & Extension	3500	May 90	2
Manyooa a mefuta e meraro	No. 4				*	L stock	Farmers & Extension	3000	Dec 89	2
Monehelo oa likhuts'oane	NO. 6				*	L Stock	Farmers & Extension	5000	March 90	1
Ke nako ea ho lema koro mabalane le mesikong ea litho'oana	NO. 7				*	Agronomy	Farmers & Extension	4510	March 90	1
Tokiso ea mobu - lijalo tsa lehlabula	NO.1				*	Agronomy	Farmers & Extension	5000	Aug 88	1
Tlhokomeliso holima ts'ebeliso ea meriana	NO.11				*	L Stock	Farmers & Extension	5000	Sep 88	1
Phepo tlatsetso ea likhuts'oane	NO.12				*	L Stock	Farmers & Extension	5000	Sep 88	1
Temo ea Litapole	NO.13				*	Horticulture	Farmers & Extension	5000	Sep 88	1
Tseba ka theko le thekiso ea liphoo'olo	NO.14				*	Marketing	Farmers & Extension	5000	Sep 88	1
Lema poone	NO.15				*	Agronomy	Farmers & Extension	5000	Sep 88	1
Lema mabele	NO.16				*	Agronomy	Farmers & Extension	5000	Oct 88	1
Tlhokomelo ea khomo tsa lebese	NO.18				*	L Stock	Farmers & Extension	5000	Oct 88	1
Mafu a Likolobe	NO.19				*	L Stock	Farmers & Extension	5000	Oct 88	1
Hlaola hlaba-hlabane	NO.20				*	Weeds	Farmers & Extension	4000	Oct 88	1
Sebelisa mononts'a oa LAN kapa UREA	NO.25				*	Fertilizer	Farmers & Extension	6000	Nov 88	1
Felisa lekhoe khoe ka ho tipa	NO.26				*	L Stock	Farmers & Extension	4000	Nov 88	1
Poloko ea lijo thollo kamora kotulo	NO.27				*	Agronomy	Farmers & Extension	3000	Nov 88	1
Nako ea ho hloaea mehlope e fihlile	NO.28				*	L Stock	Farmers & Extension	7000	Jan 89	1

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TITLE	INDEX	INITIAL PROO	FINAL PROOF	READY FOR	PRINTED & D	SUBJECT	RECIPIENT	QUANTITY	DATE DISTRIBUTE	No of
Tseba ka peo - lijalong tsa lehlabula	NO.3				*	Agronomy	Farmers & Extension	5000	Aug 88	1
Poloko ea lijo thollo	NO.30				*	Agronomy	Farmers & Extension	2500	Jan 89	1
Temo ea koro mabalane le mesikong	NO.31				*	Agronomy	Farmers & Extension	7000	March 89	1
Monehelo oa likhuts'oane	NO.32				*	L Stock	Farmers & Extension	5000	March 89	1
Tseba ka selakhapane - le setsi sa nonts'o	NO.33				*	Feedlot & Abattoir	Farmers & Extension	7000	May 89	1
Phepo ea liphoofole	NO.34				*	L Stock	Farmers & Extension	3000	May 89	2
Ke nako ea ho hloaeha mehlape	NO.35				*	L Stock	Farmers & Extension	3000	May 89	1
Linaoa tsa Pinto - phepong e nepahetseng	NO.36				*	Nutrition	Farmers & Extension	5000	May 89	1
Loants'a likokoanyana - litholoaneng	NO.4				*	L Stock	Farmers & Extension	5000	Aug 88	1
E ja lijo tse entsoeng ka mabele	NO.5				*	Nutrition	Farmers & Extension	5000	Aug 88	1
Temo ea mahapu le mokopu	NO.6				*	Horticulture	Farmers & Extension	5000	Aug 88	1
Temo ea koro le erekisi ka maloting	NO.7				*	Agronomy	Farmers & Extension	5000	Sep 88	1
Grazing Permits	Pamphlet				*	Range management	MOA / Lapis	5000	Feb 89	1
Litaba tsa Meroho	Pamphlet				*	Horticulture	MOA / Lapis	2500	Feb 89	4
Carry Capacity and Grazing at LAC, Leribe	R 1				*	LAC	Libraries	6	Mar 90	64
Village Marketing Study - Part 2	R 89				*	Research	Libraries		Jun 90	36
Village Marketing Study - Part 3	R 90				*	Research	Libraries		Jun 90	33
The Dev. of LES' Wool & Mohair system:	R 90-1				*	Research	Libraries		30	36
Economic benefit of fertilizer for beans production in	R 93				*	Research	Libraries		June 90	40
Perception of farmers crop production	R 90-002				*	MOA / Lapis	Libraries		June 90	205
Characteristics of LES' Wool & Mohair statistics &	R 90-2				*	LAC	Libraries		July 90	205
Annual Report	Report				*	FNCO	Nutrition Division	20	Oct 88	24
Annual Report	Report				*	Maseru District office	DAO	30	Oct 88	35
Annual Report	Report				*	Nutrition	Nutrition Division	5	Oct 88	27
Half Yearly Report	Report				*	Maseru District office	DAO	31	Sep 88	31
Marakeng (Week 10)					*	Marketing	District Office	230	11 Mar, 90	2
Marakeng (Week 11)					*	Marketing	District Office	230	18 Mar, 90	2
Marakeng (Week 12)					*	Marketing	District Office	230	25 Mar, 90	2
Marakeng (Week 13)					*	Marketing	District Office	230	1 Apr, 90	2
Marakeng (Week 14)					*	Marketing	District Office	230	8 Apr, 90	2
Marakeng (Week 15)					*	Marketing	District Office	230	15 Apr, 90	2
Marakeng (Week 16)					*	Marketing	District Office	230	22 Apr, 90	2
Marakeng (Week 17)					*	Marketing	District Office	230	Apr, 90	2
Marakeng (Week 19)					*	Marketing	District Offices	230	May 1990	
Marakeng (Week 18)					*	Marketing	District Office	230	May, 90	2
Marakeng (Week 20)					*		District Offices	230	May, 1990	2
Marakeng (week 21)					*	Marketing	District Offices	230	May '90	2
Marakeng (Week 22)					*	Marketing	District Offices	250	Jun '90	2
Marakeng (week 23)					*	Veg Marketing	District Offices	230	June '90	2
Marakeng (week 27)					*	Veg Marketing	District Offices	230	July '90	2
Marakeng (week 29)					*	Veg Marketing	District Offices	240	July '90	2
Marakeng (week 28)					*	Marketing	District Offices	230	July 1990	2
Marakeng (week 26)					*	Marketing	District Offices	230	July '90	2
Marakeng (Week 25)					*	Veg marketing	district offices	230	June '90	2
Marakeng (week 30)					*	Veg marketing	District offices	230	July '90	2
Marakeng (week 31)					*	Veg prices	District Offices	230	Aug '90	2

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TITLE	INDEX	INITIAL PROC	FINAL PROOF	READY FOR	PRINTED & D	SUBJECT	RECIPIENT	QUANTITY	DATE DISTRIBUTE	No of
Marakeng (week 32)					*	Veg prices	District Offices	240	Aug '90	2
Marakeng (Week 33)					*	Vegetable Prices	District Offices	230	Aug '90	2
Marakeng (Week 34)					*	Vegetable Prices	District Offices	230	Aug '90	2
Pinto beans: a new crop for Les.	C 10				*	Agronomy	Extension staff	600	Feb 90	12
Disease & Insect Mgt. for apples + peaches	C 12			*		Plant Protection	Extension staff	550	Feb 90	8
Oat fodder + Seed production guideline	C 16			*		Range	Extension staff	560	Feb 90	5
Thuto holima likhomo tsa lebese	C 20			*		L Stock	Farmers & Extension			
Budding & crafting apples & peaches to new cultivars	C 3			*		Horticulture (Fruits)	Farmers & Extension			
Fertilizer and their application	C 5			*		Fertilizer	Extension staff	555	Feb 90	11
Wheat Production guide	C 8			*		Agronomy	Extension staff	600	Feb 90	5
Grain sorghum prod. guide	C 9			*		Agronomy	Extension staff	600	Feb 90	6
Tsebo ka Likoporasi				*		Cooperatives	Farmers & Extension			
Selection of deciduous (Fruit tree Species)	C 1			*		Horticulture (Fruits)	Extension staff		Mar 90	5
Tihahiso ea furu le ts'ebeliso	C 11			*		Range	Farmers & Extension			
Pesticides for Lesotho vegetable production	C 12			*		Plant Protection	Extension staff			
Thinning	C 2			*		Horticulture (Fruits)	Extension staff		Mar 90	2
Leano la lekala la liphoofole - likhutso'ane	C 31			*		L Stock	Farmers & Extension			
Maemo a teng tefapheng la likhuts'oane	C 34			*		L Stock	Farmers & Extension			
Meriana ea Serapeng	C 8			*		Horticulture	Farmers & Extension			
Forage Crop Development	B 53			*		Range	Extension staff			
Poloko ea lirekoto	C 1			*		Marketing	Farmers & Extension			
Likhakanyo tsa bolelele bakeng sa ho metha	C 13			*		Plant Protection	Farmers & Extension			
Maflu a liphoofole (Likhuts'oane)	C 25			*		L Stock	Farmers & Extension			
Marketing of wool and mohair	C 3			*		Marketing	Extension staff			
Tihahiso ea boea	C 38			*		L Stock	Farmers & Extension			
Maifo a sethopo le ho hloma	C 7s			*		Horticulture	Farmers & Extension			
Food intake & infection consequences of malnutrition	C 8			*		Nutrition	Extension staff			
Pasture grass - perennial ryegrass	C 8			*		Range	Extension staff			
Maifo a ts'ireletsoeng	C 8s			*		Horticulture	Farmers & Extension			
Blackquarter in cattle	?	Not typed yet								
Calving	?	Not typed yet								
Castration Boar pigs	?	Not typed yet								
Cold drinks can method of fertilization	?	Not typed yet								
Cutworms in maize	?	Not typed yet								
How to make & use a cattle weight tape	?	Not typed yet								
LAPIS 2nd-In-Service training - Nutrition Officers	?	Not typed yet								
Measuring a panel by pacing	?	Not typed yet								
Nutgrass- Identification & Control	?	Not typed yet								
The ox-drawn planter	?	Not typed yet								
Using the ox-plough	?	Not typed yet								
Mabele Sejo Se Matlafatsang	No: 4				*	Phepo e nepahelseng	Farmers and extension	5000	Aug 90	
Tekiso Ea Mobu Bakeng sa Lijalo Tsa Lehlabula	No: 4				*	Mobu	Farmers & Extension	5000	Aug 90	
Phepo e nepahelseng	No: 3				*	Phepo	Farmers and Extension	5000	Aug 90	
Loants'a Seseli Pele Se etsa Ts'enyoy	No: 3				*	Ts'ireletso ea Lijalo	Farmers and staff ex	5000	Aug 90	
Boitokisetso Ba Temo Ea Lehlabula	Untitled				*	Agronomy	Farmers	6000	Aug 90	
International Travel Application Form	Untitled				*		MOA TRAINING OFFICE	500	Aug 90	

TITLE	INDEX	INITIAL PROO	FINAL PROOF	READY FOR	PRINTED & D	SUBJECT	RECIPIENT	QUANTITY	DATE DISTRIBUTE	No of
Crop Water Requirements	C1-7/19			*		Agronomy	Extension Agents	1000	Aug 90	
How to Measure Spring Flowrates	C 2-7/19			*		Agronomy	Extension Agents	1000	Aug 90	
Off-season Care and Storage of Irrigation Equipement	C1-16/1			*		Agronomy	Extension Agents	1000	Aug 90	
Tialeho ea Seboka Sa Naha Sa Lihoai	Report 1			*		Farmer conference	Farmers and extensio	500	Aug 90	25
Phuiheho Ea Baqhobi	None			*		PS/Drivers meeting	MOA drivers	500	Aug 90	4

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	A	B	C	D
1				
2			MASS DISTRIBUTION	
3				
4		English Circulars	Sesotho Circular	Masell a Temo
5				
6		Total	Total	Total
7				
8	COOP Lesotho (23 Depos)	--	460	460
9	Lesotho Distance	10	10	50
10	Lesotho National Library	10	10	50
11	Library National University	20	20	50
12	Thaba Khupa Ecumenical	10	10	50
13	Lesotho Agric. College	20	20	50
14	District Offices (10 Districts)	100	100	1000
15	SWaCAP Project		50	100
16	Moelets! oa Basotho	10	10	10
17	High Schools (13 Schoois)	130	130	650
18	Mohale's Hoek F.T.C	10	10	10
19	Qacha's Nek F.T.C	10	10	10
20	Semonkong Project	10	10	10
21	Mokhatlo oa ha Maponyana	--	20	50
22	Thewell Community Garden	--	10	20
23	Lefikeng Community Garden	--	10	20
24	Phahameng Sewing & Knitting G	--	10	20
25	Phahameng Knitting Group	--	10	20
26	Tsohang Basotho Bakery Group	--	10	20
27	Itekeng Matumane Group	--	10	20
28	'Moteng Women's Group	-	10	20
29	Tilsetsang Handy Graft	--	10	20
30	Boke Community Garden	--	10	20
31	Dumakude Communal Garden	--	10	20
32	Pokane Knitting Group	--	10	20
33	Likakapa Farmers Asso.	--	10	20
34	Itsokoleng Dairy Farmers	--	10	20
35	Pokane Poultry Project	--	10	20
36	Caswel's Poultry Group	--	10	20
37	Mokanametsong Communal Gard	--	10	20

	A	B	C	D
38	Salemon Dairy Group	--	10	20
39	Lakhoba Poultry Group	--	10	20
40	Masekhonyana Sekhonyana	--	10	20
41	Boitumelo Credit Union	--	10	20
42	'Moteng Women's Group	--	10	20
43	TOTAL	350	1070	2950
44				
45				
46	Distribution List	Questionnaire receipt to date (Mailing List)		
47				
48		Sesotho =	3272	
49		English =	539	
50				
51		TOTAL	3811	

APPENDIX THREE

RADIO PROGRAMMES						
DAY	TIME	DURATION	PROGRAMME	PRODUCER	NARRATOR	STANDBY
MONDAY	5.45 a.m	15 minutes	Liphoofofo/Livestock	K. Letsatsi	K. Letsatsi	M. Mokoma
	6.15 p.m	30 minutes	Lipuisano	C.M. Ramakhula	C.M.Ramakhula	M. Mokoma
TUESDAY	5.45 a.m	15 minutes	'Maraka/Marketing	S. Rakuoane	S. Rakuoane	
	6.15 p.m	15 minutes	L.lialo/Crops	L.Molupe	K. Letsatsi	K.Letsatsi
WEDNESDAY	5.45 a.m	15 minutes	Serapeng/Horticulture	C.Ramakhula	C. Ramakhula	
THURSDAY	5.45 a.m	15 minutes	Soil & Water Conservation	M. 'Nyane	Ts'oanamatsie	Ts'oanamatsie
	6.15 p.m	30 minutes	T/Tseka. B.B & M/Hoek	S. Rakuoane/Mosito	Mosito/Rakuoane	C. Ramakhula
FRIDAY	5.45 a.m	15 minutes	Makhulo/Range	N.Malephane	Lefoka	Lefoka
	6.15 p.m	15 minutes	Nutrition/Phepo	M.Maphike	M. Mokoma	M Mokoma
SATURDAY	5.45 a.m	15 minutes	Lipallisiso/Research	M.Sakoane	M. Mokoma	M. Mokoma
		30 minutes	3B/L.C.C./L.A.C.	3B/L.C.C./L.A.C.	Ts'oanamatsie	Ts'oanamatsie

APPENDIX FOUR

AIS ROLE IN EXTENTION

The primary role of AIS is to offer media support to all MOA extension activities which are mainly aimed at assisting the rural communities in improving their farming systems in order to realize national goals such as attaining self-sufficiency in food production, creating employment to curb urban migration and improving living standards of rural communities as a whole. To achieve these goals and many others an effective communication system is required; a system that employs all methods of communication (interpersonal and mass methods).

While the District Agricultural Offices rely mainly on interpersonal methods of communication, AIS provides mass media support to all extension endeavors. The support is in the form of radio programmes, publications, campaigns and audio visual aids (audio cassettes, slide lessons, video tapes, films, posters, etc.). Because of the scarcity of resources, AIS media support services remain centralized; though attempts are being made to decentralize them starting with three of the ten districts. However it is the long term goal of MOA to have fully decentralize all AIS support services so that the government policy of people's participation at every stage of development activities can be realized in all areas including communication.

Radio Programmes

In Lesotho radio is regarded as one of the most important channels of communication. Over 60 percent of the rural households have radio sets while one half of those who do not have a radio listen to the radio of a friend or relative.

AIS has a total air time of three hours ten minutes allocated to it by the National Broadcasting Service which it uses for farm broadcasts. Two programmes with an average of fifteen minutes each are broadcast daily, except on Sundays. One in the morning and one is in the evening. The objectives of the radio programmes are to raise awareness about innovations, recommended practices, and also provide a forum for farmers to exchange ideas through interviews and dialogue.

The air time available to AIS has further been subdivided the among MOA divisions as a bid to afford them all an opportunity to address their extension needs. The Divisional Information Officers are responsible for the initial preparation of message content while AIS staff fine tune it and present the programmes. However, AIS staff still have programmes under their own control which mainly handle public relations issues (important speeches, reports, project's activities, interviews etc).

Since news is rated among the radio programmes liked most, AIS collects news worthy information from all over the country and writes daily new releases for inclusion in the national radio news bulletin. Copies of these are given to the local newspapers.

AIS has its own studio where programmes are pre-recorded and submitted to the National Radio Station for broadcasting.

Print media

Because of the high literacy rate in Lesotho (over 60 percent), print is considered another important channel of communication. To take advantage of this fact AIS passes a considerable amount of information to both MOA staff and farmers through this channel. AIS publications can be separated into two broad categories: technical, targeted to extension staff and non technical, the target audience of which is the rural farming community.

AIS works in close collaboration with all the MOA Divisions in the production of these publications. Having identified the needs to respond to, SMS's from the different divisions draft papers following the formats of the two major publication categories. If it's a technical publication it could be a circular, a bulletin, or a handbook; the sizes of which are different and are basically determined by the amount of information or the envisaged frequency of use, as the case of handbooks.

It is the same thing for the non-technical publications. They have two formats: simple fact sheets, two page double-sided with art work mostly carrying "how to do" information and handbooks. Other information needs are met through a quarterly magazine published in local language and a monthly newsletter published in English.

The distribution is mainly by mail/post and varies according to the subject matter. A computerized mailing list was set up in 1988 and now has a total circulation of about 4,000. This figure represents the individuals on the mailing lists, but since some organizations receive multiple copies for further distribution among their clientele, the actual number of copies dispatched per issue is much higher. Institutions receiving multiple copies include District Agric Offices, Principal Chiefs, schools, farmer's associations, women groups, Coop Lesotho Depots etc. Though the distribution is mainly by post, other publications are distributed during campaigns and field visits by AIS staff. Extra copies of any publication are provided upon request by anybody who intends to distribute them to his/her clients.

Campaigns

Since AIS offers mostly mass media support, campaigns are considered the best way for integrating AIS media support efforts with interpersonal communication activities carried out at field level. The multi-media campaign approach is implemented by AIS staff, SMS's at headquarters level and district based offices working in close collaboration from planning through implementation stages. Emphasis is made on the fact that campaigns must originate at the district level and be based on field identified problems, unlike before when most campaigns were initiated by AIS. This is another attempt at curbing the top down approach which defeats decentralization purposes and people's participation in policy making.

Though the campaigns is jointly administered by AIS and the District Offices the overall supervision remains the responsibility of the District Office in which the campaign is being conducted. The backbone of the campaign is the mobile van fitted with audio visual aids. The vans are controlled from AIS and only go out when assigned to a particular campaign, reporting back to AIS between campaign sessions.

Visual Aids

With the notion that teaching aids enhance learning, AIS has a section responsible for producing teaching aids for support to extension activities in the field. Even though simple teaching aids like posters, handouts with illustrations, photographs and flipcharts are provided upon specific request to individual field officers, the section concentrates on producing teaching aids to be used during short courses normally held at Farmer Training Centers. Presently, teaching aids are borrowed from AIS and upon completion of use they are returned. However, the long term goal is to produce enough copies so they can be kept at the centers for convenience.

Present audio-visual aids include slide tapes, audio cassettes, films and work on production of video tapes has started following the recent introduction of appropriate equipment at AIS. AIS lends the equipment out in cases where technical (operation) knowledge is available, otherwise it assigns a staff member to operate the equipment.

Information Officers (I.O.)

In order to facilitate an effective two-way communication system which allows for infusion of information into the system upon which communication messages can be designed and transmitted, a network of Information officers has been established.

These Information Officers work in close collaboration with AIS and the T/CCC and will do the same with the proposed Continuing Education Center. They provide a link to these institutions which is vital for proper functioning of the communication process. Without this linkage, access to the various technical divisions of MOA would be difficult. Each MOA Division/Department has appointed among its staff an Information Officer who is answerable to the authorities of their section concerned.

It is envisaged that as a member of their section an I.O. will better be informed and would know and interpret better the extension needs and priorities of the sections he/she works in. In other words, would be in a better position to provide infusion information which is vital for any communication process.

They have easy access to the SMS's in their sections. They understand better the language they talk (because of the background knowledge they have in those particular fields) and that helps speed up the process of message development and misinterpretation is avoided. The fact that I.Os and SMS's physically work together provides for regular formal and informal contact which is necessary for continuous feedback and subsequent re-adjustments of the information packages.

At present I.O's provide strong linkages in two main areas, media support service provided by AIS and the Quarterly Inservice Training Program. It is expected that they will play the same role soon with the proposed Continuing Education Center.

Regarding media support service, I.O's liaise with AIS and the T/CCC on all information generation and dissemination matters. They coordinate all media needs of their respective Divisions. In the case of radio programmes, in collaboration with SMS's and based on priorities, they identify a topic, prepare a message and submit it to AIS for editing, recording and presenting to the National Broadcasting Station. The same procedure is followed for other media that AIS offers (print, video, slide tapes etc).

With regard to the Quarterly Extension Training Program for field extension workers, I.Os work together with the T/CCC and keep each other informed about what happens from time to time. I.Os coordinate the training commitments of their applicable divisions. They inform SMS's about the training topics identified and help them prepare publications to be issued at the training sessions and later on distributed to other extension workers not participating in the training program via the national mailing distribution system.

Regarding the use of the Proposed Continuing Education Center, it is envisaged that I.O's will liaise with the center manager for the intended use of the center. They will coordinate training programmes pertaining to their own divisions. They will schedule courses organized by their respective disciplines and handle other logistical matters.

APPENDIX FIVE

IMPROVED COORDINATION/COMMUNICATION GIVES SUPPORT TO EXTENSION

In 1987 the early stages of an attempt at addressing the issue of improved coordination/communication within the MOA was initiated. The USAID funded LAPIS Project had set as an objective the origination of an improved publication function at the Ministry's Agricultural Information Service (AIS). To facilitate these improvements, a group of three people representing AIS, the Agricultural Research Division (ARD) and the Lesotho Agricultural College (LAC) was formed. This group was referred to as the Communications Coordination Committee (CCC). Computer typesetting equipment and printing presses were selected and purchased, staff were trained in their operation and a distribution system was developed utilizing mailing lists for Sesotho and English speaking audiences.

The LAPIS Project had, as an additional objective, a considerable amount of short-term in-country training activities planned for farmers and extension staff. These training activities which began to unfold in 1987 precipitated the production of many supporting instructional publications which were later distributed as circulars, handbooks and leaflets by the newly equipped AIS publication section under guidance of the CCC. Other media messages (radio, etc.) were also patterned on this information. As the realization took hold that training and media development were interlinked, the CCC became the T/CCC (including training) and expanded by one person to include a senior staff member from the Extension Services administration.

LAPIS Project supported training activities were planned until 1990. This insured a steady feed of information to AIS until that time. Yet LAPIS was a Project, temporary by design and hence the question of a sustainable mechanism for information generation within the MOA arose. The T/CCC attempted to address this issue in September 1989 by conducting a pilot training effort. This effort was billed as a "Sustainable In-Service Extension Training Programme" for and by the MOA.

This pilot programme ran from September through

February and as with most pilot programmes, encountered some difficulties. An ongoing assessment of the programme by T. Matobo, Research Division Sociologist, identified the major constraints. These include the need to:

1. involve all agricultural disciplines
2. provide an efficient means of coordination
3. provide a mechanism to ensure infusion of 'real' farmer needs and diffusion of answers.

The programme was redesigned to address these issues and will resume this month, August. All MOA departments/divisions will be involved and a MOA wide network of Training/Information Officers will assist the T/CCC in coordinating input from the various instructors and the link back to farmers and extension staff. These new Training/Information Officers and the T/CCC are charged with coordinating all training and information issues of their applicable department, division or district.

A Ministry-wide mechanism for improved coordination in support of extension services is now in place. It is a mechanism which has matured gradually, yet by no specific agenda. It evolved from a small seed planted in 1987 and, responding to genuine needs, has now blossomed into an effective system.

WHAT IS THE QUARTERLY EXTENSION IN-SERVICE TRAINING PROGRAMME?

The MOA is in the process of institutionalizing this programme to formalize an interlink between farmers, extension services and the headquarters technical divisions. This programme was initiated and will be coordinated by the T/CCC and the network of district and headquarter divisional Training/Information Officers.

Timing: Quarterly, (mid August, November, February, May).

Duration: Monday to Friday (travel on Mon & Fri, instruction on Tuesday to Thursday).

Participants: 30 people: 3 from each district. One Livestock, Nutrition, Extension Agent. The group to be reselected annually.

Subject Matter: The three days of instruction will be divided between livestock - range - crop - irrigation; forestry - conservation; marketing - planning; nutrition; information - extension; cooperatives.

Training Needs Identification: Participants will monitor 5 farmers with whom they will work and identify priority issues. They will liaise closely with other district staff for further identification of priority issues. This coordinated effort will be facilitated by the District Training/Information Officer.

Instruction: HQ specialist staff will seek to identify priority training needs to be researched and addressed at the next quarterly meeting. Two publications will be developed on each training topic by the instructor: one will be delivered to participants and serve as a "presentation plan" for farmer instruction, while the other will be a technical circular for distribution to all extension staff via AIS.

Diffusion of Instruction: Participants will be required to hold a seminar for their district staff upon return from quarterly sessions. District Training/Information Officers will help facilitate this. Farmer instruction will also be initiated based on these activities.

Management of Training Programme: The T/CCC will coordinate participant selection, liaison between District and HQ Department/Divisions, use of training venue and will facilitate training sessions and conduct programme evaluations.

Training/Information Officers will coordinate the training commitments of their staff and the production of both publications. District Training/Information Officers will coordinate participant selection, farmer monitoring, training needs, identification, and associated district staff and farmer training.

CHANGES TO TEMO TIMES EDITORIAL STAFF

As part of the drive to make Temo Times a sustainable feature of MOA development, the following changes will be made to the Editorial Staff of the Temo Times:

Sabie Ntoanyane will become Chief Editor.

Ts'iu Ts'iu, of Agric Information Services, will become Sub Editor and Publication Manager.

Selikane Rakuoane and Ben Tyson will act as advisors to the Editorial Team.

These changes will take place with immediate effect.

MOA TRAINING/INFORMATION OFFICERS HOLD THEIR FIRST QUARTERLY MEETING.

The first quarterly meeting of the MOA Training/Information Officers and the T/CCC was held at the Lakeside Hotel from 26th to 28th June. 14 HQ staff and 15 participants representing the ten districts of Lesotho attended. Professor D. Hilleman, Communication Specialist from Colorado State University, conducted an afternoon session on the theoretical basis of infusion/diffusion communication linkages and tied this to support for the system of the T/CCC and MOA Training/Information Officers.

A. An overview of the MOA quarterly extension training program was presented by T. Matobo and a critique brought forth the following additional ideas which reached a strong consensus of agreement:

- + concerning staff transfers and maternity leave; selected participants should remain in their districts until their year tenure with the program is over; women on maternity leave should hand over to an appropriate person.
- + Records should be kept on all participants involved annually and all district extension staff should have a chance to participate in future years.
- + Adult/Extension education methods should be taught to both instructors and participants.
- + Radio broadcasts should be patterned on training topics just as publications will be.
- + Publication distribution lists for each district should be supplied to District Training /Information Officer to facilitate follow up.
- + Participants should notify the T/CCC 2-4 weeks in advance of training sessions of their 'infusion information' to be passed on to relevant HQ instructors.
- + Farmers to be monitored should represent all levels within the community and be chosen at random.

B. An Overview of the Farmer Training Centre Use and

Continuing Education Centre Proposal was conducted by M. Ntoanyane. A discussion on the need for concentrated group farmer training as the most efficient way to utilize MOA extension services was held and a mechanism for permanent inservice staff training was reviewed and discussed.

C. S. Rakuoane discussed the roles of all Training/Information Officers and AIS staff in the cooperative production of media presentations.

D. P. Vanderstichle gave a brief description of the FAO/UNFPA Support Project which seeks to spread multi-disciplinary family welfare messages through media and training. The project, which will be operational for three years has pledged support to the T/CCC, Training/Information Officer network and Quarterly Extension Training Program activities.

E. TEMO TIMES came under review and it was agreed by all present that this publication should be continued after the tenure of the LAPIS Project. Training/Information Officers from the districts and headquarters pledged to submit an article each month for publication. Ntate Tsiu at AIS will be responsible for the future publication of Temo Times, with Sabie Ntoanyane as Editor.

F. Extension publications, based on the identified needs arising from the Quarterly Extension Training Program, will be developed to support the instruction of extension participants. These publications will be used to facilitate follow-up farmer and district staff training. AIS will further develop these two publications for national distribution.

The first Quarterly In-Service Training Session will be held between 14th to 16th August at the Maseru Anglican Centre.

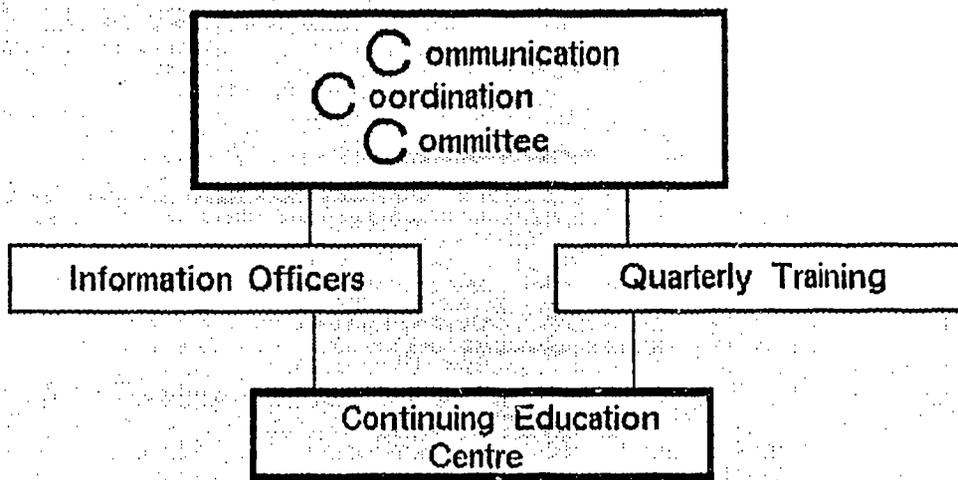
RETURNING GRADUATES ENTERTAINED

LAPIS Project held a luncheon at the Maseru Sun Cabanas on Monday, 23rd July in honour of the fifteen graduates who have recently returned from training in the USA. Department Heads also joined the party to welcome home the graduates who have all undergone some years of degree level training, sponsored by the LAPIS Project.

APPENDIX SIX

INSTITUTIONAL DEVELOPMENT LINKING TRAINING / DFS / RESEARCH / AIS

There are at least four important complementary developments which impact communication linkages within the MOA. These include:



The components illustrated above serve the following functions:

- **COMMUNICATION COORDINATING COMMITTEE:** Facilitation of information Transfer and Training Activities
- **REVISED QUARTERLY TRAINING PROGRAMMES:** Integration of District Infusion and Support of Staff Development Efforts.
- **DEVELOPMENT OF DEPARTMENTAL INFORMATION OFFICERS:** Facilitation of the Message /Training Development Process.
- **A PROPOSED CONTINUING EDUCATION CENTRE:** A Venue for Continuing Commitment to Staff Development.

This diagnostic analysis of the communication processes involved in these four areas will again use the following components:



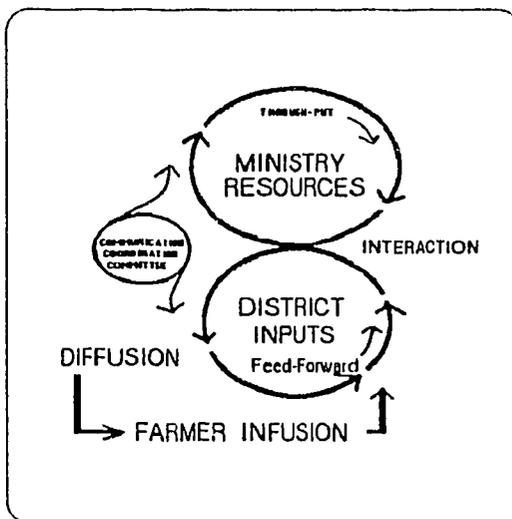
THE COMMUNICATION COORDINATING COMMITTEE

The communication consultant generated the following observations as a participant/observer at three formal CCC meetings in February and March 1990. Observations also are based on a series of personal interviews with other extension and research staff at both the Headquarters and field level.

An effort has been underway for over a year to link participants in the agricultural communication process through a Communication Coordinating Committee. The effort involves representatives from Department of Field Services, Research, Training, Lesotho Agricultural College, and the Agricultural Information Services.

INFUSION

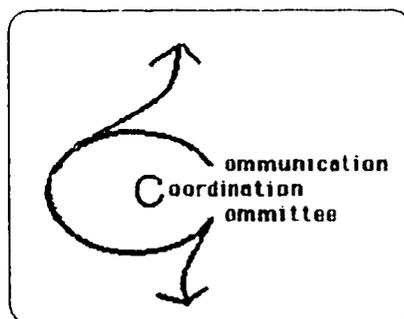
- The CCC, by its coordinative function, is in a unique position to facilitate infusion as it is generated at the District level. As information moves upward through the system, there is need to redirect these inputs to appropriate response organizations. As noted in the illustration, the CCC receives inputs moving up through the Figure 8 communication model and accelerates them toward appropriate resources within the Ministry.



- In other words, part of the CCC role is Response "ability,"--facilitating the upward and downward flow of agricultural communication. With this facilitation, you insure two-way flow of information within the system.

**MESSAGE
DEVELOPMENT
& DELIVERY**

- The CCC role is functional, not organizational. Its major objective is to help other areas of the Ministry respond to the infused needs for agricultural messages as generated at the grassroots level.
- The participants work in terms of positions already held within the system; they are not "personalities" in new organizational posts. Thus, the concept of the CCC is to operate with *existing* positions within the *existing* system. As such, the CCC is an "adaptive unit" which helps coordinate two-way communication and training programmes as they evolve within the various areas of the Ministry.



- The CCC is not perceived as a "policy" originating group--those issues are developed within the existing appropriate management structures. The CCC function is to act as an auxillary "pump" to help move communication and related training activities through the system.
- Other committee roles to assist in the message development and delivery processes include:
 - * Maintaining close liaison with Departmental Information Officers
 - * Providing a forum for editorial review to reduce the incidence of conflicting messages which might confuse audiences
 - * Facilitating the flow of materials from author through Departmental Information Officers to Agricultural Information Services and return to author for final approval
 - * Expediting a timely printing and delivery schedule
 - * Coordinating necessary training activity to support the above functions

FEEDBACK

- Evaluation of communication impact is of major concern to the CCC. Without the means to evaluate communication infusion and feedback, there is little data to guide management decisions.
- Evaluation and Action Research [EARS] is an integral and crucial component of all agricultural communication activities. It is a necessary management tool which applies scientific methods for determining programme priorities among identified problems, needs, and wants. It also helps determine how available resources can be matched with expressed needs. Except for occasional donor-sponsored communication research (i.e. FAO), there is no current sustained communication evaluation component within the Ministry.

ISSUES AND OPPORTUNITIES:

- The Communication Coordination Committee, a team with representation from DFS, ARD, LAC and AIS perspectives, appears to function as key facilitating structure. The functional role of the group is to assist the MOA in determining message strategies and priorities based on infusion and feedback from extension staff, research personnel and farmers. This team approach appears to avoid the extremes of either top-down or bottom-up communication and provides needed lateral organizational linkages to facilitate two-way flow of agricultural information.
- The evolution of the CCC appears complementary to the institutional development goals jointly negotiated by the LAPIS project and the Government of Lesotho. Although the development of this coordinative group was not a specific LAPIS/MOA objective, it has matured "organically."
- The addition of training support to CCC coordinative function seems a "natural" extension of the group's response-"ability" for MOA communication support (i.e. T/CCC). The LAPIS Extension Education Specialist, assigned to LAC (and his counterpart, currently in off-shore training) are active participants in this communication facilitating committee and form an important link with training processes.

APPENDIX SEVEN

TERMS OF REFERENCE FOR TRAINING/INFORMATION OFFICERS
(ECON./MARKETING, CDC, CONSERVATION, FORESTRY, LIVESTOCK, RANGE
CROPS, NUTRITION, LAC, ARD. ALL DISTRICTS)

Qualifications: Degree or Diploma with 5 years experience.
Candidate should preferably have experience
with administrative responsibilities.

Administrative Procedures:

- * Report directly to Director/Chief Officer/Principal for overall supervision.
- * Functions as an adhoc, yet integral member of the Training/Communications Coordination Committee (T/CCC) for overall information and training coordination for the Dept./Div./Dist.
- * Works directly with Continuing Education Centre (CEC) Manager and/or FTC Resident Officer for coordination of training support needs for their Dept./Div./Dist.
- * Works directly with AIS staff for coordination of specific media support needs for their Dept./Div./Dist.

Duties:

- * Meets overall responsibilities as dictated by applicable Director/Chief Officer/Principal
- * Quarterly Extension Inservice Training - Officer will liaise with the T/CCC and will coordinate the training commitments of their applicable staff: participant selection/attendance, instructor selection/attendance, training topic identification and preparation, production of publication(s) (Officers will assist in designing the instructional methods portion of the "Presentation Plan").
- * Use of CEC and/or FTCs - Officer will liaise with CEC Manager and/or Resident Officer of FTCs for intended use of facility and will coordinate: scheduling and logistics, training design, maintenance of records, maintenance of instructional materials (copies to be deposited with Manager/R.O.) and all appropriate financial issues.
- * AIS Media Support - Officer will liaise with AIS and T/CCC and will coordinate the media support needs/requests of their applicable Dept/Div./Dist.:
Radio, Publications, Temo Times Articles, Various A-V.
Equipment/Materials.

APPENDIX EIGHT

**MEDIA ACTIVITIES AND RESPONSIBILITIES FOR BOTH AIS STAFF
AND I.O.'s / D.E.O's**

RADIO

activities

- Choice of Subject
- Preparation of outline
- Script
- Schedule (Location, people, dates, transport)
- Recording
- Logging
- Editing and Narration
- Delivery to radio station

AIS

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PRINT

activities

- 1) Choice of Subject
- 2) Research subject
- 3) Identity Format
- 4) Type written draft
- 6) Submit to CCC for review
- 5) Obtain two signature of approval
- 7) Typeset
- 8) First Proof
- 9) Corrections
- 10) Second (final) proof
- 11) Corrections
- 12) Approval by author
- 13) Printing
- 14) Distribution

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SLIDE/TAPE

Activities

- 1) Choice of subject
- 2) Prepare outline
- 3) Script/Narration/Shooting list/story board
- 4) Schedule (Location, people, dates, transport)
- 5) Shooting
- 6) Develop and mount
- 7) Record Narration
- 8) Arrange in order
- 9) Synthesize
- 10) Delivery
- 11) Schedule presentation (location, people, dates, transport)
- 12) Presentation

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VIDEO

activities

- 1) Choice of subject
- 2) Preparation of outline
- 3) Script Narration & shoot list
- 4) Schedule (Location, people, dates, transport)
- 5) Shooting
- 6) Logging
- 7) Narration recording/editing
- 8) Dubbing copies
- 9) Delivery copies
- 10) Schedule presentation (Location, people, dates, transport)
- 11) Preparation

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AUDIO CASSETTE

ATS

T/H OF

activities

- 1) Choice of subject
- 2) Preparation of outline
- 3) Script Narration & shoot list
- 4) Schedule (Location, people, dates, transport)
- 5) Recording
- 6) Logging
- 7) Narration recording/editing
- 8) Dubbing copies
- 9) Delivery copies
- 10) Schedule presentation (Location, people, dates, transport)
- 11) Preparation

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CAMPAIGNS

- 1) Choice of subject
- 2) Determine duration
- 3) Select audience
- 4) Select Location
- 5) Media Selection
- 6) Message content preparation
- 7) Message fine tuning
- 8) Schedule preparation
- 9) Financial support
- 10) Equipment/transport support
- 11) Technical delivery (operation of equipment)
- 12) Overall supervision

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APPENDIX NINE

MINISTRY OF AGRICULTURE, EXTENSION EVALUATION QUESTIONNAIRE

Participant Identification Number (FOR FARMERS)

Participant's District _____

*Note:
Questionnaire
Delivered in
Sesotho Language*

1. Please indicate your sex (tick one)
Male _____ Female _____
2. Are you the head of this household (tick one)
Yes _____ No _____
3. If your answer to number 2 was no, where is the head of household?
(tick one)
_____ Working in the R.S.A.
_____ Working in the Homelands.
_____ Elsewhere in Lesotho, outside the village.
_____ Other, please give details: _____
4. How many people including yourself live in your household (include those temporarily away)? _____
5. What are your three most important sources of household income? (Please list)
A. _____
B. _____
C. _____
6. What is your principal agricultural activity? (Choose only one, tick only one)
Field Crops _____ Fruit Crops _____
Vegetable Crops _____ Livestock _____
Mixed Farming _____ Other, please give other details _____
7. How much land do you have access to for crop production purposes (include all land owned, hired, share-cropped)? _____
8. How many of these livestock do you own?
Dairy Cattle _____ Poultry _____
Beef Cattle _____ Pigs _____
Local Cattle _____ Donkeys _____
Sheep _____ Horses _____ Goats _____
Other (please give details): _____
9. How do you best receive your agricultural information? (Choose only three, tick only three items)
By an Extension Agent _____ By a friend _____
By radio _____ By a neighbor _____
By publications _____ At a pitso _____
By campaign vehicle _____ At a Farmer Training Center _____
By a relative _____ At a research demonstration _____
By private traders _____ At the Agric District Office _____
By input supply businesses _____ Other (please give details): _____

10. When was the last time you received support from an Extension Agent?

11. How useful was this support? (Tick one) _____ Very useful, _____ Moderately useful,
_____ Of little use, _____ Of no use at all
12. How often do you attend learning activities arranged by the Ministry of Agriculture?
(Tick one)
_____ Often, _____ Sometimes, _____ Seldom, _____ Never
13. How useful are these activities? (Tick one)
_____ Very useful, _____ Moderately useful,
_____ Of little use, _____ Of no use at all
14. How often do you listen to agriculture related radio programs? (Tick one) _____ Often,
_____ Sometimes, _____ Seldom, _____ Never
15. Where are these programs broadcast from? (Tick one)
_____ RSA, _____ Lesotho, _____ Both RSA and Lesotho
16. Which time of broadcast is your favorite? (Tick one)
_____ Morning, _____ Evening, _____ Both morning and evening
17. How often do you listen to "Re bitsa lihoai"? (Tick one)
_____ Everyday, _____ Once a week, _____ Seldom, _____ Never
18. Several subjects are treated on "Re bitsa lihoai", which do you like best? (choose only
three and tick only three items)
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|------------------------------------|-----------------------------------|
| Livestock _____ | Range Management _____ |
| Field Crops _____ | Soil and Water Conservation _____ |
| Horticulture _____ | Agric Research _____ |
| Nutrition and Home Economics _____ | Youth Programs _____ |
| Agric Products Marketing _____ | Forestry _____ |
19. How useful are these "Re bitsa lihoai" programs? (Tick one)
_____ Very useful, _____ Moderately useful.
_____ Of little use, _____ Of no use at all
20. "Re bitsa lihoai" is broadcast in several forms, which one do you like best?
(Tick one)
_____ Straight talk, _____ Drama, _____ Interviews
21. How often do you use written information to help you in your agricultural work? (Tick
one)
_____ Often, _____ Sometimes, _____ Seldom, _____ Never
22. Where does this written information come from?
RSA _____, Lesotho _____, Both RSA and Lesotho _____,
Other Countries _____
23. How well can you read and understand if written in:
 Sesotho (Tick one): _____ Easily, _____ With difficulty, _____ Not at all
 English (Tick one): _____ Easily, _____ With difficulty, _____ Not at all

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24. Ministry of Agriculture's, Agriculture Information Service produces or distributes the following publications, please choose the one you like best (Tick only one)
Maseli a Temo _____ Circulars _____
Mobu ke letlotlo _____ Temo Times _____
25. How useful are the Maseli a Temo? (Tick one)
_____ Very useful, _____ Moderately useful,
_____ Of little use, _____ Of no use at all
26. How useful are the Mobu ke Letlotlo? (Tick one)
_____ very useful, _____ moderately useful,
_____ of little use, _____ of no use at all
27. How useful are the Circulars? (Tick one) _____ very useful,
_____ moderately useful, _____ of little use, _____ of no use at all
28. How useful are the Temo Times? (Tick one) _____ very useful,
_____ moderately useful, _____ of little use _____ of no use at all.
29. Circulars and "Maseli a temo" treat individual agricultural subjects, name three you liked most:
a. _____
b. _____
c. _____
30. Please name three subjects which you would like to see future publications developed on:
a. _____
b. _____
c. _____

APPENDIX TEN

MINISTRY OF AGRICULTURE, EXTENSION EVALUATION QUESTIONNAIRE

Participant Identification Number (FOR EXT. STAFF)

Participant's District _____

1. Please indicate your sex (tick one)
 Male, Female
2. Please indicate your age group (Tick one)
 20 to 30, 31 to 40, 41 to 50, 51 to 60 +
3. Please indicate your highest level of education (tick one)
 Primary school Vocational training
 Secondary/high school Certificate
 Diploma Degree
4. Please indicate your top three job specializations (Only tick three)
 Nutrition/home economics Field crops
 Fruit crops Vegetable crops
 Dairy cattle Beef cattle
 Small stock (sheep/goats) Poultry
 Piggery Range
 Soil/water conservation Forestry
 Marketing Generalist, crop production
 Generalist, livestock production Generalist, all agriculture fields
5. Please indicate your position type (tick one)
 Administrator Technical Specialist Assistant
 Administrator and Technical Specialist
6. Please indicate your years of service with the MOA _____
7. How do you best receive your agriculture information?
 (Choose only three, tick only three items)
 By fellow extension assistants By district subject matter specialist
 By headquarters subject matter specialist By radio
 By publications By private traders
 By input supply businesses At district based workshops
 At headquarters based workshops At research demonstrations
8. How often do you attend training workshops as a participant (Tick one)
 Often, Sometimes, Seldom, Never
9. How often do you listen to agriculture related radio programs? (Tick one)
 Often, Sometimes, Seldom, Never
10. Where are these programs broadcast from? (Tick one)
 RSA, Lesotho, Both RSA and Lesotho, Homelands
11. Which time of broadcast is your favorite? (Tick one)
 Morning, Evening, Both morning and evening
12. How often do you listen to "Re bitsa lihoai"? (Tick one)
 Everyday, Once a week, Seldom, Never

13. Several subjects are treated on "Re bitsa l'hoai", which do you like best?
(choose only three and tick only three items)
- Livestock _____ Range Management _____
 Field Crops _____ Soil and Water Conservation _____
 Horticulture _____ Agric Research _____
 Nutrition and Home Economics _____ Youth Programs _____
 Agric Products Marketing _____ Forestry _____
14. How useful are these "Re bitsa lihoai" programs? (Tick one)
 _____ Very useful, _____ Moderately useful, _____ Of little use,
 _____ Of no use at all
15. "Re bitsa lihoai" is broadcast in several forms, which one do you like best?
(Tick one)
 _____ Straight talk, _____ Drama, _____ Interviews
16. How often do you use written information to help you in your agricultural work? (Tick one)
 _____ Often, _____ Sometimes, _____ Seldom, _____ Never
17. Where do these publications come from?
 RSA _____, Lesotho _____, Both RSA and Lesotho _____, Other Countries _____
18. How well can you read and understand if written in:
 A. Sesotho (Tick one): _____ Easily, _____ With difficulty, _____ Not at all
 B. English (Tick one): _____ Easily, _____ With difficulty, _____ Not at all
19. Ministry of Agriculture's, Agriculture Information Service produces and distributes the following publications, please choose the one you like best (Tick one)
 Maseli a temo _____ Circulars _____
 Mobu ke letlotlo _____ Temo Times _____
20. How useful are these publications? (tick one response for every type of publication)

	Very Useful	Moderately Useful	Little Use	No Use
a) Maseli a Temo (Tick one)				
b) Mobu ke Letlotlo (Tick one)				
c) Circulars (Tick one)				
d) Temo Times (Tick one)				

21. Circulars and "Maseli a temo" treat individual agricultural subjects, name three you liked most:
- a. _____
 b. _____
 c. _____
22. Please name three subjects which you would like to see future publications developed on:
- a. _____
 b. _____
 c. _____