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## Introduction

### A: RURAL PEOPLE CENTRED PROBLEMS

#### A1. low adoption of extension advice

##### A1.1. general low adoption of recommendations

A1.1.1. general low awareness of recommendations

A1.1.1.1. extension worker spends too little time in the field

A1.1.1.2. one group monopolises the extension service

A1.1.1.3. key contact persons do not pass on advice

A1.1.1.3.1. no key contact persons pass on advice

A1.1.1.3.2. some key contact persons pass on advice

A1.1.1.3.3. only some advice passed on

A1.1.2. advice not technically, socially or economically feasible

A1.1.2.1. lack inputs

A1.1.2.2. lack funds

A1.1.2.3. lack time

A1.1.2.4. lack skills

A1.1.2.5. lack marketing facilities

A1.1.2.6. lack knowledge/understanding

A1.1.2.6.1. innovation/advice not well explained

A1.1.2.6.1.1. poor communication/demonstration skills

A1.1.2.6.1.1. language problems

A1.1.2.6.1.1. literacy problems

A1.1.2.6.2. inaccurate information being given to villagers

A1.1.2.6.2.1. extension worker distorts advice during field work

A1.1.2.6.2.2. advice distorted between key contact persons and others



- A1.1.2.6.3. low participation during meetings
  - A1.1.2.6.3.1. at all meetings/activities
  - A1.1.2.6.3.2. meetings/activities at which a particular person attends
    - A1.1.2.6.3.2.1. extension staff
    - A1.1.2.6.3.2.2. local officials
  - A1.1.2.6.3.3. meetings/activities at a particular time/location
  - A1.1.2.6.3.4. particular kinds of meeting/activity

- A1.1.2.7. lack labour
- A1.1.2.8. risks too high
- A1.1.2.9. not socially acceptable advice

- A1.1.3. local problems not correctly identified
  - A1.1.3.1 insufficient effort in identifying local felt needs
  - A1.1.3.2 research inappropriate
  - A1.1.3.3 local people not willing to share information with extension workers
    - A1.1.3.3.1. any extension workers
    - A1.1.3.3.2. particular extension workers
      - A1.1.3.3.2.1. due to perceived lack of competence
      - A1.1.3.3.2.2. other reasons than competence
    - A1.1.3.3.3. particular villagers not willing to share information

**A1.2. low adoption by specific group(s)**

- A1.2.1. general low awareness of recommendations (by specific group)
- A1.2.2. advice not technically, socially or economically feasible for the group
- A1.2.3. particular group's problems not correctly identified

**A1.3. low adoption of specific advice**

- A1.3.1. do not want to/not able to adopt advice
- A1.3.2. prevented from adopting
- A1.3.3. cannot adopt now, but may later
- A1.3.4. low awareness of advice



**A1.4. recommendations not maintained**

A1.4.1. becoming too dependent on extension staff

**A1.5. no new adopters**

A1.5.1. advice no longer technically, socially or economically feasible

**A2. incorrect adoption of advice**

**A2.1. incorrect quantities used**

**A2.2. incorrect timing of operations/use of inputs**

**A2.3. incorrect operation**

**A2.4. inputs used for other purposes**

**A2.5. inputs wasted/destroyed**

**A2.6. local people have adapted advice/innovation**

**A3. late/slow implementation of activities**

**A3.1. activities always late**

**A3.2. only some activities late**

**A3.3. activities superficially undertaken by villagers**

**A3.4. only a small sub-group is involved in implementation**

**A3.5. new demands/requirements always being raised**

**A3.6. groups not prepared when inputs arrive**

**A4. poor participation of local people**

**A4.1. low/no mobilisation of local resources**

**A4.2. no-one takes responsibility for implementation**

**A4.3. low attendance at meetings/extension activities**

A4.3.1. general low attendance at extension meetings/activities

A4.3.2. low attendance at extension meetings/activities in some cases

A4.3.3. only one group of villagers attend/one group excluded from extension activities

A4.3.3.1. men/ women/ families/ ethnic groups excluded from extension activities

A4.3.3.1.1. women excluded from extension activities

A4.3.3.1.2. family members excluded from extension activities

A4.3.3.1.3. particular ethnic group excluded from extension activities



- A4.3.3.2. low attendance by particular group at one location
- A4.3.3.3 low attendance by particular group at particular time
- A4.3.3.4 low attendance by particular group at particular types of meeting/activity
- A4.3.3.5 low attendance by particular group when particular person attends
  - A4.3.3.5.1. particular villager/landowner
  - A4.3.3.5.2. particular extension staff

**A4.4. villagers not willing to share information with extension workers**

- A4.4.1. all extension workers
- A4.4.2. particular extension workers (see A1.1.3.3.2)

**A5. no/few women take part in extension activities**

- A5.1 no/few women attend any meetings**
- A5.2. no/few women attend meetings in one particular location**
- A5.3. no/few women attend meetings at one particular time**
- A5.4. no/few women attend meetings of one particular type**
- A5.5. no/few women attend meetings related to one particular topic**
- A5.6. no/few women attend meetings at which one particular person attends**

**A6. difficulty in working in groups**

- A6.1. difficult to form groups**
- A6.2. difficult to sustain groups**
- A6.3. local people do not work well in groups**
- A6.4. conflict between groups**



## **B: EXTENSION WORKER PROBLEMS**

### **B1. spend too much time in the office**

- B1.1. no transport**
- B1.2. too many office duties**
- B1.3. slow/inefficient**
- B1.4. likes office work**
- B1.5. family reasons**
- B1.6. poor health**
- B1.7. misplaced priority**
- B1.8. unclear terms of reference**

### **B1.9. doesn't like field work**

- B1.9.1. lacks confidence
  - B1.9.1.1. lacks technical competence
  - B1.9.1.2. doesn't speak the local language
  - B1.9.1.3. young compared to average villager/farmer
  - B1.9.1.4. has not overcome problems from previous poor advice
  - B1.9.1.5. uncomfortable working with women/other groups
  - B1.9.1.6. perceived hostility for tribal/ethnic reasons
- B1.9.2. disliked by villagers
  - B1.9.2.1. due to perceived lack of competence (see A1.1.3.3.2.1)
  - B1.9.2.2. other reasons such as sex, ethnic group, education etc.

### **B2. insubordinate/complains often**

- B2.1. complains to others**
- B2.2. complains to supervisor**

### **B3. poor reporting**

- B3.1. late in handing in reports**
- B3.2. poor quality reports**



- B4. doesn't participate in regular meetings/ training**
  - B4.1. doesn't attend meetings/training**
  - B4.2. attends but does not contribute to discussions**
  
- B5. low motivation/interest in work**
  - B5.1. other interests a priority**
  - B5.2. poor health**
  - B5.3. lack of incentives**
  
- B6. lack of skills/knowledge**
  - B6.1 general lack of skills/knowledge**
  - B6.2 lack of specific skills/knowledge**
  
- B7. does not work well with other staff**
  - B7.1 age**
  - B7.2 sex**
  - B7.3 ethnic group**
  - B7.4 views/Interest**
  - B7.5 personality clash**



## **C: EXTENSION MANAGER PROBLEMS**

### **C1. unable to meet targets**

#### **C1.1. targets too ambitious**

#### **C1.2. lack skills in staff management**

C1.2.1. poor delegation

C1.2.2. ineffective communication

C1.2.3. lack authority

C1.2.4. poor at motivating staff

#### **C1.3. inadequate resources**

C1.3.1. too few staff

C1.3.2. lack of office equipment

C1.3.3. inadequate office space

C1.3.4. lack of funds

C1.3.5. lack of transport

#### **C1.4. lacks skills in resource management**

C1.4.1. poor financial management skills

C1.4.2. lack of skills in managing equipment and resources

C1.4.3. poor management of staff

C1.4.4. poor management of transport

#### **C1.5. not enough management time**

C1.5.1. too many non-management duties

C1.5.2. lack skills in time management

C1.5.3. too many tasks



## **C2. unclear job responsibilities**

### **C2.1. objectives unclear**

- C2.1.1. unclear objectives for extension system as a whole
- C2.1.2. unclear objectives for own work
- C2.1.3. unclear objectives for extension staff

### **C2.2. unclear line of command**

- C2.2.1. unclear line of command with own staff
- C2.2.2. unclear line of command with upper management
- C2.2.1. lack authority for areas of responsibility
  - C2.2.1.1. no involvement in decision making at higher levels
  - C2.2.1.2. interference in decisions by higher management levels

### **C2.3. lack of support/coordination with other services**

- C2.3.1. general lack of support/coordination with other services
- C2.3.2. lack of support/coordination with a specific service
- C2.3.3. conflict of interests/overlapping of responsibilities with other services
- C2.3.4. communication problems to other services

## **C3. low motivation/interest in own work**

### **C3.1. lack of authority (see C1.2.3)**

### **C3.2. no promotion prospects**

### **C3.2. previous failures/successes**

### **C3.4. unfriendly office atmosphere**

### **C3.5. lack of confidence**

- C3.5.1. limited experience
- C3.1.2. limited competence
  - C3.1.2.1. lacks some technical skill
  - C3.1.2.2. limited competence in chairing meetings
  - C3.1.2.3. limited competence in staff management
  - C3.1.2.4. limited competence in office management
    - C3.1.2.4.1. limited competence in time management(see C1.5.2)
    - C3.1.2.4.1. limited competence in delegating (see C1.2.1)