



A2 incorrect adoption of advice/advice adapted by local people

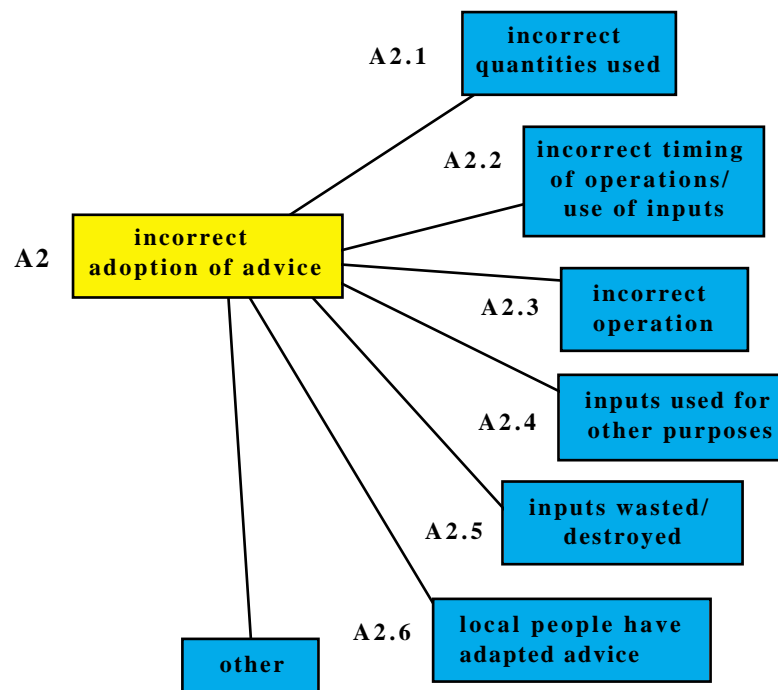
When villagers are apparently taking up extension advice but not implementing it as prescribed, the areas for further investigation will include:

- the percentage of villagers who are implementing the advice incorrectly (the scale of the problem)
- the types of advice/technology which are not being implemented as advised
- the effect of the incorrect (or altered) implementation
- reasons why villagers don't implement it as advised.

Extension workers may have sufficient information already available to answer these questions. Consider discussing these issues with them in a meeting and organising a meeting with villagers to ensure the reasons for the incorrect adoption of advice are well understood.

Incorrect adoption can be an opportunity rather than a constraint at times if the advice is well understood by villagers but deliberately modified to better suit the local conditions. In this case it could be very useful to discuss the issue with villagers and to incorporate the local modifications in the extension package being promoted. Few recommendations will be permanently suitable for all areas and so local experimentation and adaptation of innovations should be encouraged.

In some cases the alteration to the recommendations may be due to limited availability of inputs, and in others it may be due to a lack of understanding or lack of skills from the villager's side.





Problem: (advice not adopted as recommended)

A2.1 incorrect quantities used

Suggestions

- check that villagers are aware of the correct quantities? Is advice backed up by a leaflet and a convenient way to measure quantities?
- would it help to stress cost of using incorrect quantities?
- could more results demonstrations be conducted?
- are low quantities being used to save money?

- other suggestions





Problem: (advice not adopted as recommended)

A2.2 incorrect timing of operations/use of inputs

Suggestions

- stress importance of timing of inputs?
- plan visits when inputs should be used?
- investigate if there is competition for time when inputs should be used?

- other suggestions





Problem: (advice not adopted as recommended)

A2.3 incorrect operation

Suggestions

- conduct demonstration ensuring villagers try out techniques themselves?
- ask key contact persons to demonstrate to others under supervision?
- consider whether the method used is actually incorrect or could be more appropriate under local conditions?

- other suggestions





Problem: (advice not adopted as recommended)

A2.4 inputs used for other purposes

Suggestions

- ensure purpose of inputs is clear?
- require villagers to provide new inputs/repay costs?

- other suggestions





Problem: (advice not adopted as recommended)

A2.5 inputs wasted/destroyed

Suggestions

- check appropriateness of innovation?

If inputs are wasted or destroyed, it is an indication that the innovation is either not appropriate or not seen to be worthwhile. Presumably villagers would not be willing to provide the inputs themselves if they had to pay for them which means they do not place a high value on the innovation/advice.

It is also worth remembering that communication is not always verbal. Local people acting in this way may be saying that the innovation is not appropriate - or that they do not agree with it.

- other suggestions





Problem: (advice not adopted as recommended)

A2.6 local people adapt the innovation

Suggestions

This is not necessarily a problem. Consider whether the adaptation is an improvement or more suitable for local conditions before trying to alter the practice to suit the recommended advice.

- other suggestions





A3. Late/slow implementation of activities

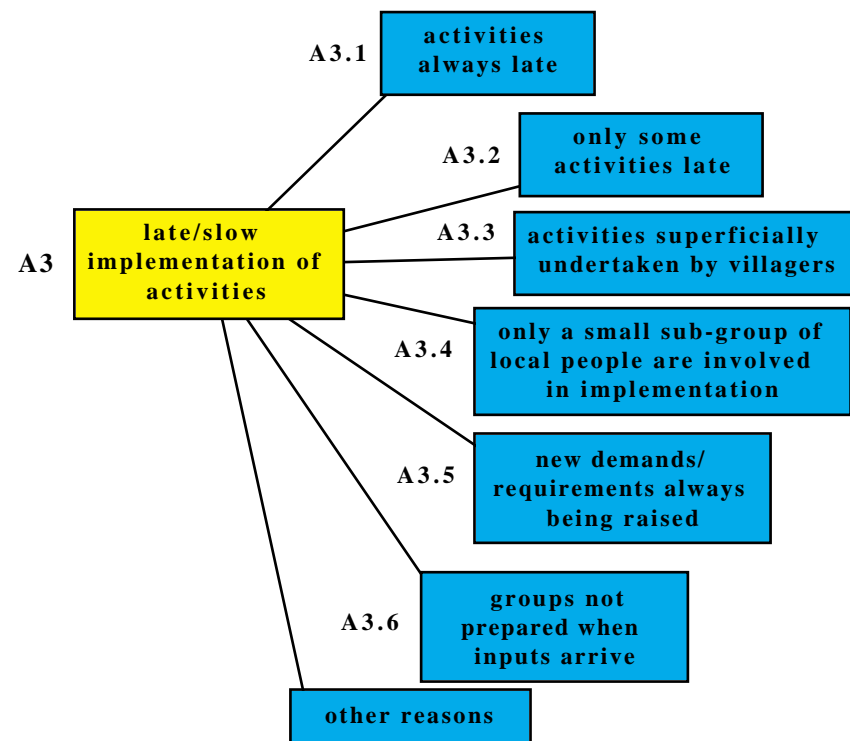
Late or slow implementation of activities can be very frustrating for extension staff. Slow implementation negatively affects results and achievements of targets. To be able to decide on the appropriate action, the reasons for late/slow implementation need to be understood. Considered the following questions:

- why are activities late/slow?
- what are the implications of activities being delayed?
- which activities are late? Is there any recognisable pattern (specific activities or operations, activities linked with a particular field worker, activities in a specific area, etc.)?
- what are the reasons according to field workers?
- what are the reasons according to local people?

According to the results of your preliminary analysis, you may want to discuss some of the issues with the field staff, or organise a meeting with villagers involved in the slow implementation of activities.

Common causes of late/slow implementation of activities may be with the rural people's group, with the extension staff or with management. Rural people centred causes may include poor/low level of perceived benefits to themselves (and hence lack of enthusiasm for the work involved); deliberate monopolisation of the extension advice and inputs by a small sub-group; or over-reliance on the extension worker. Extension services generally should assist villagers to help themselves, not do everything for them. Poor results may also be due to the extension workers themselves through low level of field activities or lack of motivation, or due to **unclear objectives (B1.8)** or

unclear lines of command (C2.2)





Problem: (late/slow implementation)

A3.1 activities always late

Suggestions

- review objectives/schedule - are they realistic?
- could activities be planned further ahead?
- could staff time allowed be increased?
- consider whether the group needs to be more self reliant.
Work towards this?

- other suggestions

See also [A1.4.1 becoming too dependent on extension staff](#)





Problem: (late/slow implementation)

A3.2 only some activities late

Suggestions

- review practicality, appropriateness, timing and location of these activities
- review relevance of these activities to the overall operations - are there simpler more cost effective ways (in terms of time or money) to achieve the same results?

- other suggestions





Problem: (late/slow implementation)

A3.3 activities superficially undertaken by local people

Suggestions

- review appropriateness of intervention/benefits to intended group?

- other suggestions





Problem: (late/slow implementation)

A3.4 only a small sub-group of local people involved in implementation

Suggestions

- discuss the problem with the sub-groups?
- ensure activities held at suitable time for other groups?
- schedule activities for specific sub-groups?

- other suggestions





Problem: (late/slow implementation)

A3.5 new demands/requirements always being raised

Suggestions

- hold mass/group meeting to review objectives of the extension service with villagers?
- consider withdrawing from area if no interest in self reliance?
- consider working with other groups?
- ensure group understand how to carry out activities and their responsibilities?

Constant new demands in order to implement activities generally implies that either the rural people's group do not have a clear understanding of what they have to do (which may imply more demonstrations/skills training is needed), or alternatively that the rural people's group is becoming too reliant on the extension worker and greater effort needs to be made to promote self reliance. It may also be that the group is attempting to indirectly voice their reservations about the activity.

- other suggestions





Problem: (late/slow implementation)

A3.6 group(s) not prepared when inputs arrive

Suggestions

- if problem is lack of awareness of timing, ensure schedule is kept to, ensure group know in advance of inputs arrival?
- if problem is lack of enthusiasm check appropriateness of innovation or timing of inputs - is it lack of motivation or lack of time that is the cause?

- other suggestions





A4. poor participation of local people

Participation of the local people should not be an end in itself. The participation should be part of a move toward increasing self reliance of the rural people. This means that participation of local people is needed in all four stages of the extension cycle, not just in implementation of activities i.e. in:

- situation/problem analysis
- planning
- implementation
- monitoring and evaluation

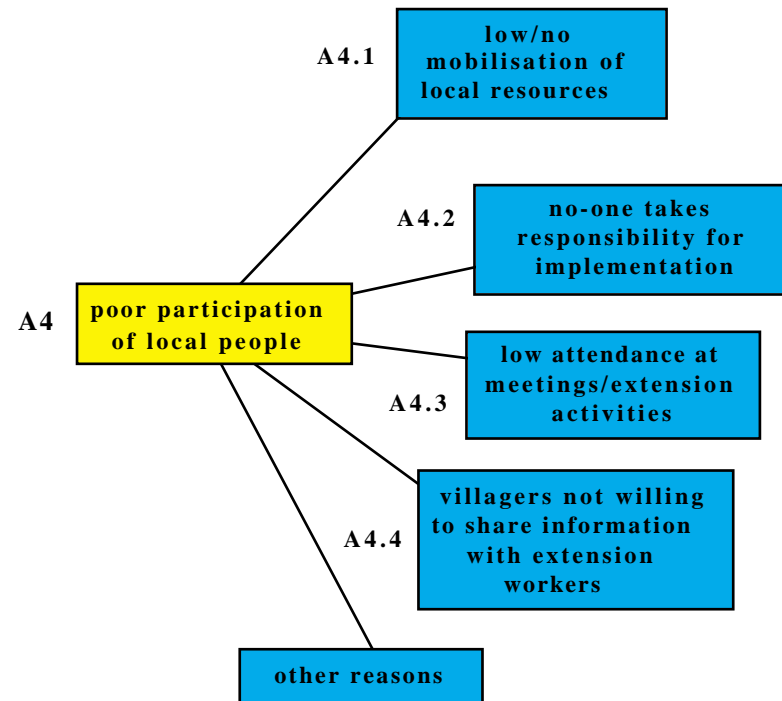
In some cases, objectives cannot be achieved at all without high levels of participation, in others, while objectives may be met to some extent there could be significant improvement if higher levels of participation were achieved.

Informal talks with individual villagers as well as discussion with village leaders could be useful ways to investigate the reasons for low levels of participation. Questions which need answering before deciding the appropriate action would include:

- is participation always low or only for particular activities?
- can any trend be identified?
- do some groups take less part in activities? if so, why?
- do villagers not attend meetings because of the time or location? or is it because the topics discussed are not found relevant? or for other reasons?

See also:

B4 extension worker doesn't participate in regular meetings/training





Problem: (low participation)

A4.1 low/no mobilisation of local resources

Suggestions

If commitments to provide share of resources are not met and there is little enthusiasm to make use of local resources, there is a question as to how appropriate the villagers feel the recommendations to be.

- consider holding meeting to review commitments?
- review appropriateness of intervention?
- consider appointing specific persons/groups to be responsible for provision of share of inputs?

- other suggestions





Problem: (low participation)

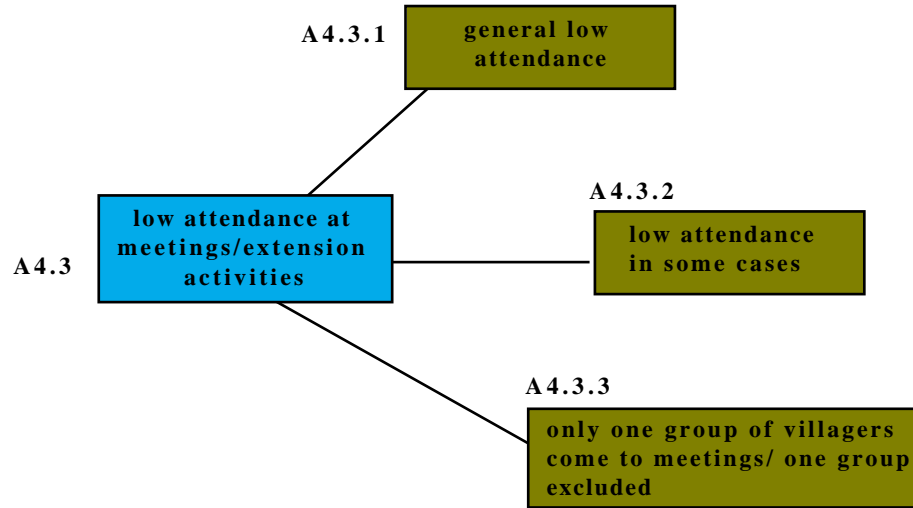
A4.2 no-one takes responsibility for implementation

Suggestions

- consider appointing specific persons/groups to be responsible?
- discuss issue with group and ask for suggestions?

- other suggestions







Problem: (low participation)

A4.3.1 general low attendance at meetings/extension activities

Suggestions

General low attendance may be due to several reasons including lack of awareness of the times and locations of meetings; that they are held at inappropriate times/locations; or that the meetings/activities are not thought worthwhile.

- review times and locations of extension meetings with villagers?
- hold discussion on reasons for low attendance at a time suitable for all? Consider holding such a discussion as part of another meeting - e.g. entertainment, religious gathering etc.?
- if due to lack of awareness ensure several people know in advance of the timing of the next visit?

See also issues under

A1.1.1 general low awareness of recommendations and

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

- other suggestions





Problem: (low participation)

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

Suggestions

- review times and locations of extension meetings with villagers? Is the particular location or time of these meetings unsuitable?
- hold discussion on reasons for low attendance at a time suitable for all? Consider holding such a discussion as part of another meeting - e.g. entertainment, religious gathering etc.? Or during a meeting where more attend?
- if due to lack of awareness ensure several people know in advance of the timing of the next visit?

- other suggestions





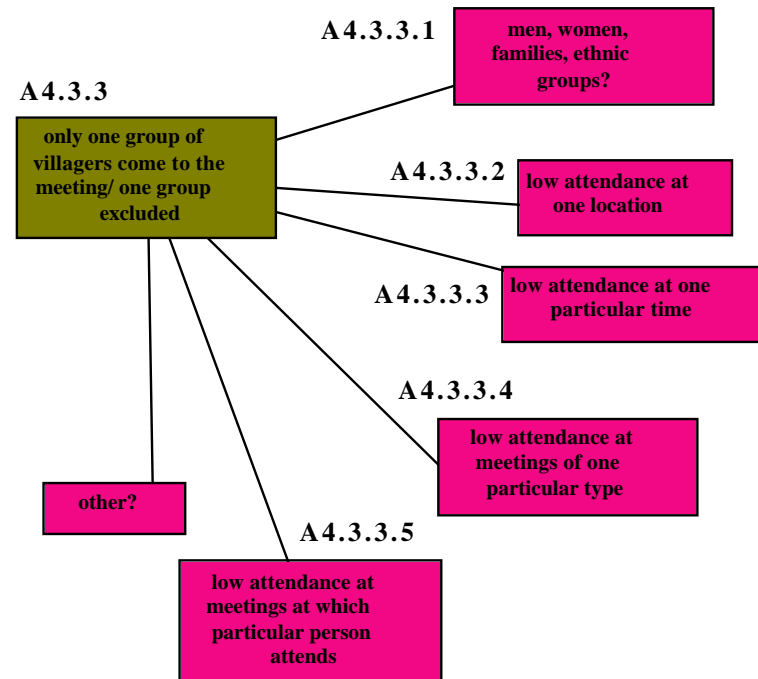
Only one group of villagers come to the meetings/one group excluded

Because of pressure of time and resources, or because of the methodology used, extension work may be carried out only with a particular group or with groups of villagers who show the most willingness to participate. These villagers, however, may not be the ones who need the advice most. While such villagers need to be taken into account as part of the wider extension audience, efforts need to be made to ensure that other groups are also reached - in particular those that will affect the extent of achievement of the objectives of the extension service.

To achieve extension objectives, the people concerned with the actual operations need to be involved. Sometimes extension programmes rely on the information being passed from villager to villager, and trust that it will then reach the ones who are most involved with the operation concerned. This is however often not the case and it should be a priority to reach the rural people's group directly.

If it is noticed that participation in extension activities is limited to one group, or that one group never attends the activities, it may be worth spending some time in investigating the reasons (unless this is intentional due to the particular extension methodology used).

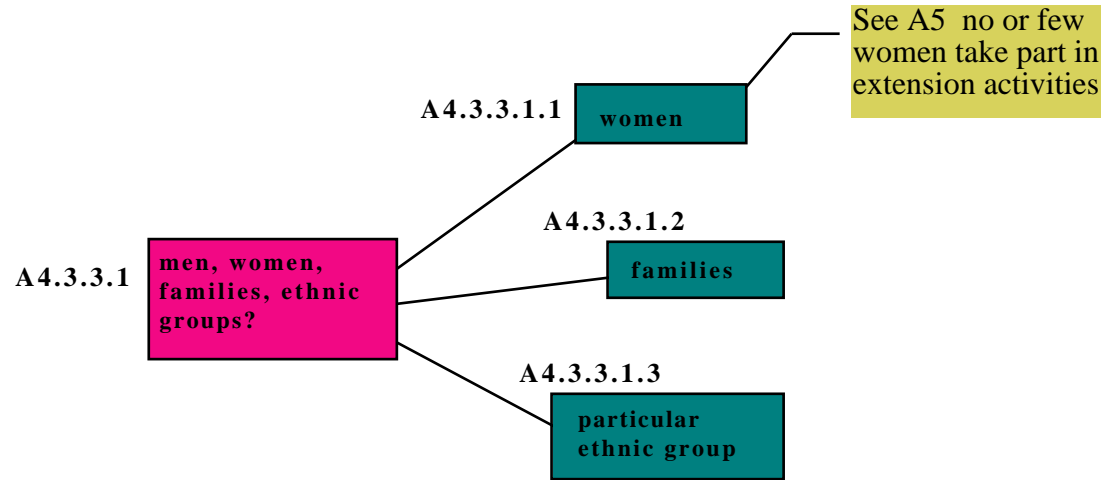
- if one particular group is excluded, the easiest approach may be to contact them (or key members of that group) and discuss the reasons for not taking part in the extension activities. Is it the time, the location or another reason?
- are there any social restrictions which limit the possibility of attending a common meeting?
- is the pattern of attendance common to other social activities organised in the village?



Group extension work is complex and issues which need to be considered include:

- how groups are formed
- if existing groups are used, which are appropriate for extension work
- who is excluded if existing groups are used and who influences the groups.







Problem: (low participation)

A4.3.3.1.2 family members do not attend extension activities

Suggestions

- are members with family responsibilities unable to attend. Is child care a problem? Do youth need to be involved in extension activities?
- discuss arrangements with families which would allow members to attend extension activities?
- consider holding separate or joint youth or women's meetings and activities?

- other suggestions





Problem: (low participation)

A4.3.3.1.3 particular ethnic group excluded from extension activities

Suggestions

- discuss with key representatives of the group whether the current activities could be altered in some way to include them or if separate meetings/activities would be more use?

- other suggestions





Problem: (low participation)

A4.3.3.2 low attendance at particular location

Suggestions

- discuss with the particular group whether there is a particular problem with this location?

See also [A4.3.1 general low attendance](#)

- other suggestions





Problem: (reasons for low participation)

A4.3.3.3 low attendance at particular time

Suggestions

- discuss with the particular group whether there is a particular problem with this timing of the meeting? Could the meeting time be changed to suit this group without affecting other groups?

- other suggestions





Problem: (low participation)

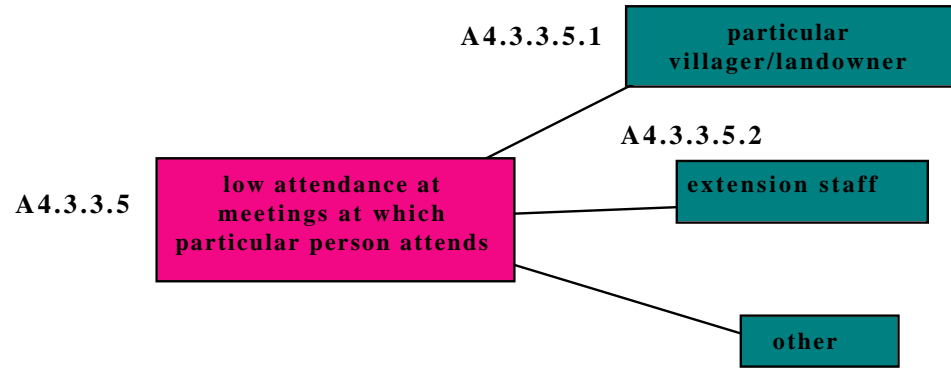
A4.3.3.4 low attendance at particular types of meeting/activities

Suggestions

- discuss with the particular group whether there is a particular problem with this location?
- consider whether these particular activities/meetings are relevant for that particular group?

- other suggestions







Problem: (reasons for low participation)

A4.3.3.5.1 low attendance when a particular villager/rural producer/landowner attends

Suggestions

- consider holding separate meetings for different groups of rural people?

- other suggestions





Problem: (low attendance)

A4.3.3.5.2 low attendance when particular extension staff member attends meeting/activity

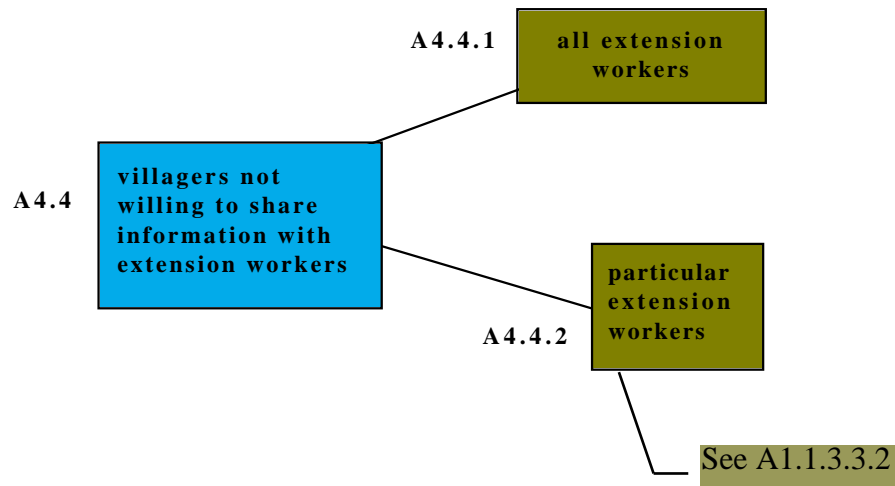
Suggestions

One particular extension staff member may be the reason why villagers do not attend meetings - because they do not like him/her, because the officer dominates the meetings, or because s/he is thought incompetent due to lack of skills, knowledge or experience. It may also be for other reasons such as lack of empathy - different/rival ethnic groups, age, sex, religion or educational background. If the extension worker seems very distant and unapproachable, villagers may prefer not to use their time in attending meetings. The subject of the meeting may also be important - villagers often tire of attending repetitive extension meetings.

- if extension worker is actually incompetent, may need further education/training before continuing in the post
- if only perceived incompetence, extension worker needs to win trust/respect of villagers by demonstrating competence - introducing worthwhile innovations
- if the extension worker's age, sex or lack of experience are the reason for low attendance, demonstrating usefulness of advice as above is likely to be the only way to increase attendance.
- if ethnic reasons, religion differences etc. the reason, there may be no alternative other than to appoint a different extension worker to the area.

- other suggestions





Local people not willing to share information with extension workers

The problem here will depend on whether **no** rural people will share information with extension workers or if it is a particular group. If it is a particular group, or individual people, and it is important that they contribute, consider indirect methods of reaching them. Who do they listen to? Who are they influenced from? Can these people be reached? Can group pressures be brought to bear? In some cases, the problem will lie with a particular extension officer.

see also **A1.1.3** problems not correctly identified.

The cause of the poor communication with the extension service could be a lack of trust - either due to poor past experiences or a general mistrust of government services. The trust of the people has first to be won before any worthwhile progress is likely to be made.





Problem: (low attendance)

A4.4.1 villagers not willing to share information with any extension workers

Suggestions

If villagers are unwilling to share information with any extension workers this may be because the information is not thought appropriate.

see **A1.1.3 problems not correctly identified.**

However it may also be due to a mistrust of the extension service or a misunderstanding of its purpose.

- consider how improvements could be made in other areas of the community - not necessarily to do with forestry?
- conduct more results demonstrations - on villagers fields if possible?

See also **A1.1.3.3.1**

- other suggestions





A5 no/few women take part in extension activities

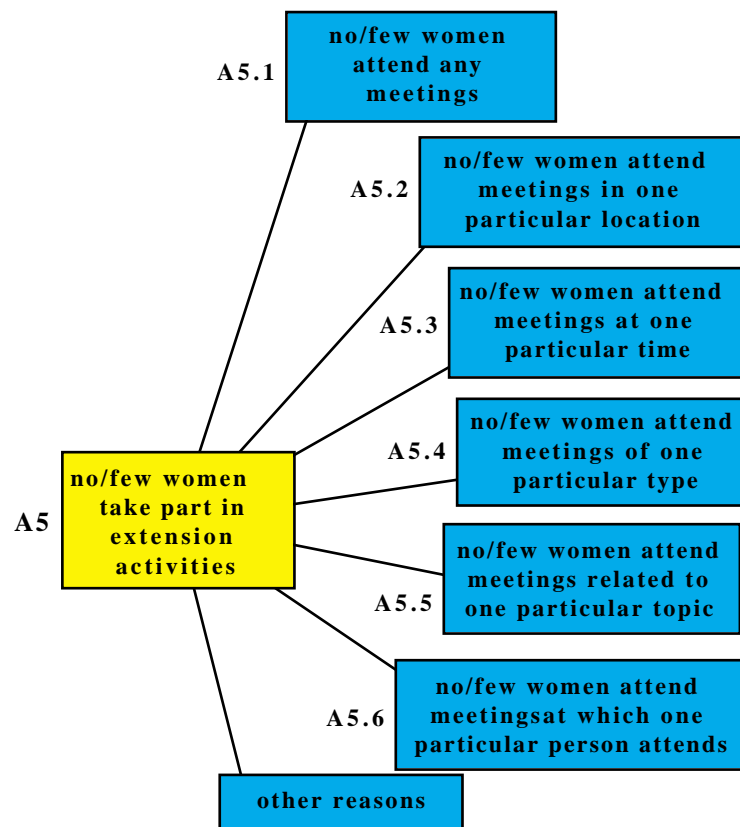
Very frequently, unless a deliberate effort is made, few women will attend extension activities. Women's role in agro-forestry is however too important and specific action should be taken to ensure their involvement. Often they are excluded from extension activities because the activities are held at times or places unsuitable for women due to their other responsibilities or for social reasons. In other cases, the extension activities may simply not be relevant to women's agroforestry activities, though other more relevant activities would be useful. A specific policy and gender guidelines for the involvement of women in extension activities are generally needed to ensure that extension activities meet their needs. In some societies women extension agents may be needed for social or religious reasons to work with women. Separate activities may also need to be held for women apart from men. In other cases, while male extension agents can work with women and mixed meetings are acceptable, male extension workers or local people may have negative or unfavourable attitudes affecting their working together.

Reasons for low participation of women can be identified through a rapid situation and gender analysis covering:

- specific tasks and responsibilities in agro-forestry production and management, as well as within the household
- location, timing and frequency of these tasks and responsibilities for both women and men
- access to resources and support services and control over them by both women and men

This will constitute the basis for planning extension activities which are relevant to women's needs and priorities and that are

conducted in places and at times which are convenient for women.





Problem: (low women's involvement)

A5.1 no/few women attend any meetings/extension activities

Suggestions

- discuss with women, what are the reasons for low attendance. Is it due to location, time or content of the meetings/activities? Are there social reasons? Can women and men not attend the same meetings in their culture? Consider whether another time or location would be appropriate?
- consider whether separate meetings/activities need to be held for women?
- consider whether the subject matter is relevant to women?
- are their women extension agents? Would women attend meetings held by them? Or meetings at which a women extension agent is present?
- identify less conventional places where women regularly meet (e.g. market) and hold extension meeting there?

- other suggestions





Problem: (low women's involvement)

A5.2 no/few women attend meetings in one particular location

Suggestions

- discuss with women, what would be a more appropriate place for activities to increase women's involvement?
- consider moving meetings/activities to a different location, where women can attend - either jointly with men or separately?
- identify less conventional places where women regularly meet (e.g. market) and hold extension meeting there?

- other suggestions





Problem: (low women's involvement)

A5.3 no/few women attend meetings at one particular time

Suggestions

- as for A5.2 lack of attendance in particular location,
- review times and duration of activities. Could they be held at more appropriate times or divided into shorter activities to fit with women's other activities?
- hold meeting with women's group/key women to agree more suitable times?

- other suggestions





Problem: (low women's involvement)

A5.4 no/few women attend meetings of one particular type (e.g. demonstrations, field days etc.)

Suggestions

- meet with women to discuss reason - consider time and location as above?
- consider women's activities and the relevance of extension activities to them?
- consider developing new activities which may be of more interest/more relevant to women?

- other suggestions





Problem: (reasons for low women's involvement)

A5.5 no/few women attend meetings related to one particular topic

Suggestions

- consider whether topic is relevant to their activities and responsibilities? Meet with women to discuss this.
- consider whether there are social difficulties involved - are women prevented attending these meetings/activities?

- other suggestions





Problem: (doesn't work well with other staff)

A5.6 no/few women attend meetings at which one particular person attends

Suggestions

If women generally take part in activities except when one particular person attends, this may be because of local regulations or traditions concerning women's involvement in activities; because the subjects discussed when this person is present are not relevant to women or because for some reason they dislike this person. The reasons behind this and what can be done about it depend on whether the person is a local official or extension service staff.

First determine what is the reason for low attendance when a particular person attends by asking some of the women at other meetings or individually as appropriate.

If it is important for women to participate in these meetings or activities, then consider alternatives such as those given under:

A1.1.2.6.3.2 low participation at meetings when a particular person attends (general)

- other suggestions

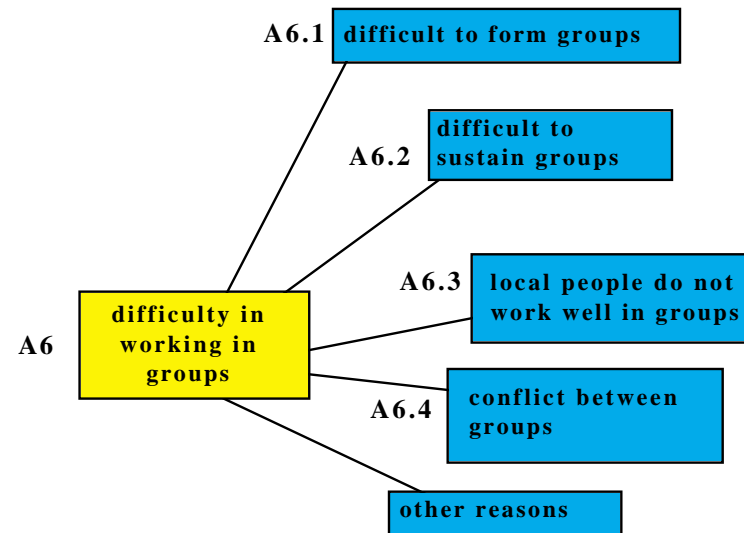




A6. difficulty in working with groups

The results of extension activities are frequently linked to how effective communication is among rural people's groups and how well they work together. When difficulties are experienced in running group extension activities, extension managers should spend some time to review the problems experienced by groups and identify what prevents groups from functioning effectively.

Group formation is a very complex issue. General questions which need to be addressed are whether existing groups can be used for extension work or whether new groups need to be formed. Often existing groups are not appropriate for one reason or another - due to widely different social levels for example or due to dominance by particular members - or exclusion of others. Formation of groups specifically for extension work is often problematic also. If extension workers rely on self selection groups may include only villagers with time and resources and exclude others. Similarly deliberate selection may result in groups with few social or economic ties which can make it difficult to sustain groups.





Problem: (difficulties in working in groups)

A6.1 difficult to form groups

Suggestions

- consider whether there are appropriate existing groups which could be used?
- look for common interests in forming groups?
- do not force the process (sustainable groups can take time to form and work together. Proceeding too rapidly and too superficially often results in unsustainable groups)?
- hold more general meetings/activities and propose specific activities of interest to fewer people - these may form temporary groups to begin the process?

- other suggestions





Problem: (difficulties in working in groups)

A6.2 difficult to sustain groups

Suggestions

- ensure groups have common interests?
- arrange more group activities where direct benefit/enjoyment can be achieved?

See also [A6.3 local people do not work well in groups](#)

- other suggestions





Problem: (difficulties in working in groups)

A6.3 Local people do not work well in groups

Suggestions

There can be many reasons why villagers do not seem to work well in groups, from traditions of independence, rivalry between villagers or families and wide differences in status.

Groups are unlikely to stay together unless they have common concerns - while a group can be formed temporarily to undertake a specific activity, unless the members are from a relatively homogeneous background and have economic and social interests in common, they are unlikely to want to meet regularly. A first principle in forming groups which need to work together equally is to ensure that they are reasonably homogeneous in terms of status, interests, religion, education and skill levels.

- consider whether new groups need to be formed or existing ones divided into sub-groups for specific activities?
- consider whether particular persons are a problem within groups - could they be excluded or participate in a different way?

See also issues under **A4 poor participation of local people**

- other suggestions





Problem: (difficulties in working in groups)

A6.4 conflict between groups

Suggestions

- hold a joint meeting of all groups to try to resolve the differences/causes of conflict?
- meet with leaders of all groups together?
- meet separately with individual groups or group leaders to discuss problem and then hold a joint meeting with an agenda to solve the problem?
- provide training in group dynamics and management to develop group skills?

- other suggestions

