

**The nature and influence of management on the performance
of the Ethiopian public agricultural extension service, with
special reference to Oromia Region**

by

KEDIR BATI JIBBA

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Promoter: Professor G.H. Düvel

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DECLARATION OF ORIGINALITY

I, Kedir Bati Jibba, declare that the thesis/ dissertation, which I hereby submit for the degree PhD in Agricultural Extension at the University of Pretoria, is my own work and has not previously been submitted by me for a degree at this or any other tertiary institution.

SIGNATURE:

DATE:

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DEDICATION

This effort is dedicated to my dad, Bati Jibba Bedhaso, and mom, Subbo Qalu Abdi, who brought me up to this level and who always believed in me in a very proud manner.

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By

Kedir Bati Jibba

Degree: PhD
Department: Agricultural Economics, Extension and Rural Development
Promoter: Professor G.H. Düvel

ABSTRACT

Against the background of frequent organizational changes and restructuring, often based on impulsive decisions rather than structured feasibility studies or evaluations, this study examines the nature and influence of management on the performance of the Ethiopian public extension service. Based on a survey of 353 respondents from Oromia region, one of the nine regions in Ethiopia, representing various agro-ecological zones and managerial positions, the study examines the current level of organizational performance, the influence of the 2002 restructuring on organizational performance and the factors influencing the organizational effectiveness. The knowledge of these influences is important for improving the current and future design of organizational change and development practices.

The study was guided by the following research questions: (1) how efficiently is the Oromia Bureau of Agriculture and Rural Development currently functioning? (2) what is the current situation of Oromia Bureau of Agriculture and Rural Development regarding managerial efficiency level and the application of improved management practices? (3) are there any differences between before and after 2002 organizational restructuring in terms of improvements in organizational performance? (4) what are the factors that currently influence, (enhance or restrain) the organizational and managerial functioning of OBARD? (5) are there any variations regarding assessed organizational and managerial performance between various categories of respondents?

The findings show that the current organizational efficiency is low. The effect of the 2002 restructuring on organizational performance was negligible and mixed. The organizational performance was influenced by various factors. The most critical factors found to influence organizational performance were skilled manpower, availability of accommodation/offices, extension teaching aids; farmers' willingness, collaborations between institutions, government policy and regulations and political forces. These findings can be useful in assisting managers in their endeavours to correct the weaknesses and to focus on the most critical issues for the improvement of organizational performance.

Finally, this study raises issues that need policy and managerial interventions and have implications for further research.

ABBREVIATIONS AND SYMBOLS

ADLI	Agricultural and Development Led Industrialization
AFM 25-1	Air Force Manual 25-1, 1954
ANOVA	Analysis of variances
ARDU	Arsi Rural Development Unit
OBARD	Oromia Bureau of Agriculture and Rural Development
CADU	Chilalo Agricultural Development Unit
CPP	Comprehensive Package Program
CSA	Central Statistical Agency
DA	Development Agent
EEA	Ethiopian Economic Association
EEC	European Economic Commission
EMTP	Extension Management Training Plot
EPID	Extension and Project Implementation Development
FTC	Farmers' Training Centre
MMP	Minimum Package Program
MoA	Ministry of Agriculture
MoARD	Ministry of Agriculture and Rural Development
MoFED	Ministry of Finance and Economic Development
MoIPAD	Ministry of Information Press and Audiovisual Department
FAO	Food and Agricultural Organization
NEIPEM	National Extension Intervention Program
NGO	Non-Governmental Organization
HYV	High Yielding Varieties
IDA	International Development Assistance
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
PA	Peasant Association
PADEP	Peasant Agriculture Development and Extension Program
PADETES	Participatory Demonstration and Training Extension System
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
REAC	Research Extension Advisory Council
RELC	Research-Extension Liaison Committee
SG-2000	Sasakawa Global 2000
SNNP	Southern Nations, Nationalities and Peoples
SPSS	Statistical Package for Social Sciences
T&V	Training and Visit
USAID	United States Agency for International Development
WADU	Wolayita Agricultural development Unit
n	Number
N	Total number
χ^2	Chi-square
r	Pearson's correlation
p	Probability
df	Degree of freedom
R^2	Regression coefficient