REFERENCES


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APPENDIX A
SURVEY QUESTIONNAIRE

General Instruction

In this questionnaire there are a number of questions and scales designed to measure your perceptions, opinions, and expectations regarding Bureau of Agriculture’s state of performance and what would have been or should be done. Please answer the questions as honestly as possible.

Some sets of questions ask you to choose one or to rank in order of importance among different alternatives that are numbered/ coded. Others ask you to rate the degree or extent of certain situation using 11 points scale (0 - 10). In all cases write the code number of your choice only in the box provided at the right side next to each question. If a question is not relevant to you, write NA (Not applicable) in the box.

I IDENTIFICATION

Respondent Name ______________________
District   _________________________________________
Zone     __________________________________________
Region _________________________________________
Federal _________________________________________

Respondent’s Work Area Category

Federal Department Heads   (1)
Federal Team Leaders   (2)
Federal level expert   (3)
Regional Bureau Head   (4)
Deputy Bureau Head   (5)
Heads of Departments   (6)
Regional Team Leaders   (7)
Zonal coordinators   (8)
Zonal level expert   (9)
District Coordinator (Rural & Agric, Dev.)   (10)
District Agricultural Office Head   (11)
District Team Leaders   (12)
Development Agents   (13)
District level expert   (14)
Respondent’s Job position Category

Top-level manager (includes federal or regional heads or deputy heads; service departments – planning, administration, finance etc – leaders etc) (1)

Middle level manager (includes federal or regional level department heads, district office heads or coordinators etc) (2)

First level manager (team or section or project leaders at all levels) (3)

Non-managers (all none managers at all levels) (4)

II DEMOGRAPHIC CHARACTERSTICS

1. Age (in years) ____________________________________


3. Marital status: Never married (1) Married (2) Separated/divorced (3) Widowed (4)

4. What is your highest level of formal education/qualification?
   Primary school (Grade 1-6) (1) Junior secondary school (Grade 7& 8)…. (2) Secondary school: (Grade 9-12.) ………… (3) Certificate ………………………………... (4) Diploma (2 or 3yr)……………………….. (5) Bachelor’s degree………………………… (6) MSc. ……………………………………… (7) PhD………………………………………... (8)

5. Please indicate your field of specialisation in the highest qualification mentioned above:
   Plant Production (1) Crop Protection (2) Horticulture (3) Soil Science (4) Animal Science (5) Agricultural Economics (6) Agricultural Extension (7) Agricultural Engineering (8) General Agriculture (9) Other (Specify:……….. (10)
6. Please indicate your highest formal qualification in extension.
   None…………………………………………………… (1)
   Extension courses in in-service training………………. (2)
   Extension courses in agricultural diploma programme… (3)
   Extension courses in BSc programme…………………… (4)
   Diploma in extension………………………………….. (5)
   BSc degree in extension………………………………. (6)
   Masters degree in extension……………………………. (7)
   PhD degree in Extension………………………………. (8)

7. What formal training have you had in Management (indicate your highest qualification)
   None………………………………………… (1)
   Management courses in in-service training… (2)
   Management courses in Diploma Programme  (3)
   Diploma in Management .............................   (4)
   Bachelor in Management ............................... (5)
   Masters degree in Management……………… (6)

8. Did you take part in any in-service training in extension? 
   Yes. (1)          No. (2)

9. If yes, for how long? Total number of weeks:________

10 Did you take part in any in-service training regarding management?
   Yes. (1)          No. (2)

11. If yes, for how long? Total number of weeks:________

12. Have you done any self-study in extension (read books etc.)? 
   No ………………………………………… (1)
   A little……………………………………  (2)
   Yes ………………………………………. (3)

13. Have you done any self-study in management (studied books, etc.)? 
   No ………………… (1)
   A little………..….. (2)
   Yes ……………….. (3)

14. For how long (in years) have you been employed in the Department of Agriculture? 
   Indicate number of years

15. How many years of experience have you had in extension on the following operational levels 
   a. Frontline extension work (DA)
   b. Subject matter specialist/expert
   c. Supervision or management of extension
   Total

16. What is your current job position/title at work?
   Title (Position) ________________________________

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17. For how many years have you worked in your current position? 

18. What is your current monthly salary in Birr? ______________

III EXTENT OF ORGANIZATIONAL EFFECTIVENESS IN EXTENSION DELIVERY AND MANAGEMENT

A good manager is generally regarded as one who is instrumental in effectively and efficiently achieving with and through his subordinates the organisations goal.

19. How would you rate yourself and your managers (your district or region) at the different levels regarding management using the following 10-point scale?

(Make assessments in terms of what you expect of them at their different levels and use the following scale:)

General managerial ability (a)
Task oriented (b)
People oriented (c)

First level managers
Middle level managers
Top level managers
Your immediate manager
Your own
The managerial ability of your colleagues in the same rank
Where you think others rate you
20. How would you, using the same 10-point scale rate the different management levels (a = Top level managers; b = Middle level managers and c = First level managers) in your situation or district/region in terms of the following main aspects of management:

1. Planning (Determining objectives of Organisation and selecting approach and course of action for their accomplishment.)

2. Organising (Process of relating employees and their jobs to each other to accomplish organizational objectives.)

3. Staffing and Human Resource Management (Selecting competent employers, developing them and rewarding accomplished organizational objectives)

4. Leading and Influencing (Inducing individuals or groups to assist willingly and harmoniously in accomplishing organizational objectives)

5. Controlling (Assuring the efficient accomplishment of organizational Objectives)

6. Budgeting (Effective budgeting and budgeting control)

21. How do you assess your own functional efficiency in your current position (post) using the same scale?

21(a) How effective would you be without your immediate manager? (Please indicate using the same scale)

21(b) How effective would you be without knowledge support from subject matter specialist(s). (Answered by development agents only)

21(c) How effective would you be without knowledge support from regional subject matter specialist(s). (only answered by district level subject matter specialists)

22. Using the scale below, how do you rate the following aspects of knowledge in terms of:

- (a) Your own knowledge
- (b) Knowledge of first level managers
- (c) The knowledge of second level managers
- (d) The knowledge of top level managers

- Agricultural-technical knowledge
- Extension knowledge and skills
- Economic knowledge
- Managerial knowledge and skill
- Marketing knowledge

(a)  (b)  (c)  (d)
23. Indicate what extension services are currently offered and the extent of their focuses or emphasis in your work area, using a (0-10) point scale: emphasis recommended emphasis achievable level of recommendation (in %) without additional resources:

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<th>Type of services</th>
<th>(a) Current focus</th>
<th>(b) Recommended</th>
<th>(c) Achievable (%) without additional resources</th>
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<td>Non-agriculture activities (inputs distribution and loan repayment collection)</td>
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<td>Involvement in Local government administrative work</td>
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<td>Practical training</td>
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PART IV DETERMINANTS OF ORGANIZATIONAL EFFECTIVENESS

The following questions (24 - 52) are related to some of key factors that can affect organizational effectiveness. To what degree, in your opinion, improvement in these factors can contribute towards improvement of extension delivery or improvement of job satisfaction? Indicate:

(a) the current level of situation
(b) level to which it needs to be increased (changed)
(c) percentage increase on extension delivery (as a result of change at (b))
(d) percentage improvement of job satisfaction (as a result of change at (b))

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(a) (b) (c) (d)

(1) Providing recipes for implementation. Main or only concern is the achievement of agricultural development goals
(2) Helping in decision-making. Providing insight whilst giving advice, so that client becomes more independent in future problem situations
(3) Formal or non-formal training i.e. training farmers for future problems that they may encounter
27. More focus on female farmers

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M = Male; F = Female

28. More focus on commercial farmers

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S = Smallholder; C = Commercial

29. More emphasis on high potential areas

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(a) Only low potential
(b) Equally low and high potential
(c) Only high potential

30. Increased programmed (pro-active = p) versus re-active (= r) approach (wk = week)

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(c) (d)

31. Increased priority approach

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(a) No priority consideration
(b) Consider only certain criteria/ only felt needs/ dept directive
(c) Consideration of optimum return per unit input
32. Increased decentralisation (in terms of program planning approach – such as bottom/top-down)

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- Complete centralisation – top-down
- Partial
- Total decentralisation / bottom up

33. Increased Specialisation
   - DA (Site Development agents)
   - Extensionist
   - Subject matter specialists (SMS)

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- Generalist
- Specialised in one of a few general categories (Animal or plant sciences etc)
- Specialised to level of commodity or within commodity (eg in wheat, weeds; goats nutrition)

34. Improved access of small farmer to credit and other production inputs

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- No access at all
- Reasonable access
- Very good access

35. Improved internal coordination (among departments or support service sections)

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- No coordination
- Reasonable Coordination
- Very good Coordination

36. Improved external coordination (i.e. with other service providers)

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- No coordination
- Reasonable Coordination
- Very good Coordination
37. More pro-active support services (SMS)

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Only re-active (on request)  Equally pro- and re-active  Only pro-active

38. Increased community ownership of development (projects)

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Ownership only with Dept.  Equally owned by Dept. and community  Owned only by community

39. Higher entry requirements in terms of qualifications

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<td>(c)</td>
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DA Extensionists SMS

Secondary school: Grade 9-12. …… (1)
Certificate …………………………… (2)
Diploma (2 or 3yr)………………… (3)
Bachelor’s degree………………… (4)
MSc. ………………………………. (5)
PhD……………………………….. (6)

40. Appointments based more on competence (qualifications)

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</tbody>
</table>

All appointments political  Appointments on political and competence  All appointments on grounds of competence
41. Increased in-service training in extension

<table>
<thead>
<tr>
<th>Current No of weeks in-service training/year</th>
<th>Recommended No of weeks in-service training/year</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>(b)</td>
</tr>
</tbody>
</table>

42. Increased in-service training in subject matter

<table>
<thead>
<tr>
<th>Current No of weeks in-service training/year</th>
<th>Recommended No of weeks in-service training/year</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>(b)</td>
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</tbody>
</table>

43. Increased in-service training in management

0 1 2 3 4 5 6 7 8 9 10

- No training at all
- Acceptable frequency
- Extremely very high frequency

44. Less frequent restructuring of organisation

0 1 2 3 4 5 6 7 8 9 10

- Far too infrequent
- Acceptable frequency
- Far too frequent

45. More involvement in planning of structural changes or adaptations
(Indicate percentage influence of different stakeholders)

<table>
<thead>
<tr>
<th>Politicians (political forces)</th>
<th>Top managers</th>
<th>Senior Experts</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>(b)</td>
<td>(c)</td>
</tr>
</tbody>
</table>

Total 100% 100%
46. More justifiable basis for restructuring

- When deemed necessary by politicians
- When deemed necessary by top manager(s)
- When supported by feasibility study

Total 100% 100%

47. More task orientation by managers

- Minimum task orientation
- Reasonable Task orientation
- Maximum task orientation

48. More people orientation by managers

- Minimum people orientation
- Reasonable People orientation
- Maximum people orientation

49. Improved internal communication

- Very poor
- Reasonable
- Excellent

50. Improved monitoring and evaluation

- Very poor
- Reasonable
- Excellent
51. Improved appraisal system for recognising performance

Very poor \[\uparrow\] Reasonable \[\uparrow\] Excellent

52. More appropriate departmentalization

<table>
<thead>
<tr>
<th>Commodity based departmentalization</th>
<th>(1)</th>
<th>(a)</th>
<th>(b)</th>
<th>(c)</th>
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</thead>
<tbody>
<tr>
<td>Functional based departmentalization</td>
<td>(2)</td>
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<tr>
<td>Matrix based departmentalization</td>
<td>(3)</td>
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<tr>
<td>Customer based departmentalization</td>
<td>(4)</td>
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<tr>
<td>Other (specify)</td>
<td>(5)</td>
<td></td>
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</tbody>
</table>
53. How important do you rate each one of the following functions of the SMS (Subject Matter Specialist):

1. Assistance and advice to farmers and development agents with problem cases and when requested.

2. Training of farmers where knowledge base does not exist among development agents.

3. Training of development agents (courses where necessary) – reactive function

4. Continuous and purposeful knowledge upgrading and capacity building of development agents working in the respective fields (pro-active)

5. Assistance of development agents with message design i.e. designing messages that are technically, economically and human behaviour relevant (where requested)

6. Become specialist regarding relevant commodity/discipline in area of responsibility in relation to current production, prevailing problems, needs of farmers (including research needs if there is no solution), priorities and solutions to be promoted by extension

7. Seeking solutions through adapted research/demonstrations (adapting innovations to specific local conditions)

8. Remain abreast of new research, developments and knowledge in field of specialisation
54. Regarding the span of management, please indicate the current (where applicable) and the recommended no of sub-ordinates per supervisor or manager for management to be effective.

<table>
<thead>
<tr>
<th>Number of sub-ordinates</th>
<th>Current number of sub-ordinates</th>
<th>Recommended Number of sub-ordinates</th>
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<tbody>
<tr>
<td>Number of DAs subordinate to supervisor</td>
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</tr>
<tr>
<td>Number of District office Heads subordinate to Agricultural and Rural Development Office coordinator</td>
<td></td>
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<tr>
<td>Number of District Heads of agricultural offices subordinate to Zone coordinator</td>
<td></td>
<td></td>
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<tr>
<td>Number of District Heads subordinate to Bureau Head</td>
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</table>

55. Which of the following statements come closest to your view regarding the recommended future role of the Zonal Department of Agriculture? Please place in rank order of acceptability.

1. The Zone Agriculture should be disbanded completely.
2. The Zone Agriculture should remain as it is.
3. The Zone Agriculture should be expanded to coordinate and manage all issues relating to the districts.

56. What is your view regarding the accountability of the District head: Agricultural Development Office? Please indicate the acceptability of each of the following alternatives by means of the following 10 point scale:

1. The district head should be accountable only to the District Administration
2. The district head should be accountable only to the Bureau of Agriculture
3. The district head should be accountable to both the District Administration and the Bureau of Agriculture
57. In setting regional goals the following are alternative approaches. Assess them in terms of their appropriateness, using the following 10-point scale:

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<tbody>
<tr>
<td></td>
<td>Absolutely inappropriate</td>
<td>Reasonably appropriate</td>
<td>Most appropriate</td>
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</tbody>
</table>

1. Set the production goals at regional level. 

2. Set the goals at regional level and control with zones and/or districts. 

3. Set goals at district level to be coordinated at regional level. 

4. Set goals at PA (peasant association) level to be coordinated at the district and then at regional level. 

58. Lack of coordination between different extension organisations often results in unnecessary duplication or working at cross-purposes, with the result that the frequently scarce extension resources are not effectively utilised, thereby seriously reducing or undermining the potential extension input.

How serious is this problem in your opinion? Please give an assessment on the following scale:

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<th>10</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Unimportant</td>
<td>Extremely important</td>
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</table>

59. To get another perspective of your viewpoint regarding the seriousness of the lack of coordination as a problem, please consider it along with some other problems and list them in order of importance.

1. Lack of coordination
2. Poor competence of development agent
3. Lack of commitment of extension personnel
4. Poor management of extension
5. Inappropriate extension approach
6. Frequent restructuring
7. Political intervention
60. Which of the following is closest to your idea of good coordination:

1. Extension organisations and/or agents assist each other and work together to be more effective and efficient (cooperation).

2. Extension organisations and/or agents work in such a way that they don’t do the same work, but complement each other by either focusing on different areas, different communities, different commodities or different functions (coordination).

61. Considering the various report forms sent in by extension workers every month, what purpose do you think they currently mainly serve and should they mainly serve (In both cases list the following alternatives in order of preference)

1. To provide information mainly for policy makers
2. To provide information for management (to improve management)
3. To provide information that allows frontline extension personnel to improve their extension
4. To provide information that serves as evidence of success or progress for purposes of accountability

62. Assess the adequacy or sufficiency or favourableness (using the scale provided) of the following in your working situation (or the extension situation of your development agents).

1. Extension or teaching aids (materials and equipment)
2. Office accommodation and equipment:
3. Transportation (Vehicles, cycles, draft animals etc)
4. Finance (For fuel, per diem allowance, etc)
5. New technologies and information (availability and relevance)
6. Skilled manpower (in their respective fields)
7. Farmers’ willingness
8. Government policies and regulations (such as land and agri.related inputs)
9. Agro ecological factors (climate, land fertility etc)
10. Political forces or factors
The following are different levels of criteria that can be used in monitoring and evaluation. Could you please indicate whether you use them or believe they are used by extension.

1. Input resources (e.g. used personnel, km., funds etc.)
2. Activities (e.g. farm visits, demonstrations, etc)
3. Farmers’ participation (in terms of demonstration plots visits, attendance of farmers’ days, etc.)
4. Farmers’ opinions regarding extension performance
5. Change in behaviour determinants (change in needs, knowledge, perception, attitude)
6. Change in behaviour (improved practice adoption)
7. Change in efficiency (e.g. yield, quality, grazing condition, etc)
8. Change in outcome (e.g. higher standard of living, reduction in unemployment, etc.)
Regarding a need-based and priority approach in extension, the following are alternative approaches. Assess the acceptability or appropriateness of each of them using the following scale:

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<tbody>
<tr>
<td>Absolutely unacceptable</td>
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<td>Absolutely acceptable</td>
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1. The program should be focused on what the community expressed as most important need, irrespective of whether it is of an agricultural nature or not. □□

2. The program should be focused on the agricultural need that is ranked highest by the community. □□

3. The program should be based on the biggest agricultural need, usually on a commodity that has the biggest improvement potential considered on an input/output ratio. Where necessary, farmers need to be persuaded about the priority. □□

4. The program should be focused on the community’s decision after being presented with findings regarding (3). □□

5. The program should be focused on the Departments priorities, which are the promotion of “common” rather than “individual” good. □□
65 Indicate how important the following criteria (1 to 4) are (a) currently and (b) should be for promotions or appointments in the following ranks: (Assess the importance by using the following scale)

<table>
<thead>
<tr>
<th>Types or levels of managerial ranks</th>
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<th>E</th>
<th>R</th>
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<tbody>
<tr>
<td>Development agents’ supervisor</td>
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<td>Team leader at District level</td>
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<td>District Head at District level</td>
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<tr>
<td>Team leader (Regional level)</td>
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<tr>
<td>Department Head (Regional level)</td>
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<tr>
<td>Deputy Bureau Head</td>
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<tr>
<td>Bureau Head</td>
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Counts nothing / should not count at all
Is decisive / should be decisive (count everything)
66. What, in your opinion, has been the influence of the changes in the organisational structure of 2002 on the following: (Indicate by giving an assessment – using the following scale – of the situation (a) prior to 2002 and (b) after 2002:)

<table>
<thead>
<tr>
<th>Categories</th>
<th>(a) Before 2002</th>
<th>(b) After 2002</th>
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<tbody>
<tr>
<td>Management effectiveness (effective utilization of resources - manpower, time, finance and materials - to achieve organizational goals)</td>
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<tr>
<td>Management participativeness (involvement of subordinates or workers in decisions that affect them)</td>
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<tr>
<td>Work climate (trust and support among workers and between subordinates and managers)</td>
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<tr>
<td>Coordination (among departments and between stakeholder organizations in confronting common problems and finding synergistic solutions)</td>
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<tr>
<td>Level of communication and openness (between workers/ managers and between organization’s managerial hierarchies)</td>
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<td>Extension delivery effectiveness</td>
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<tr>
<td>Job satisfaction (your own situation)</td>
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<tr>
<td>Job satisfaction at development agent level</td>
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<tr>
<td>Motivation (Achievement recognition, workers’ involvement in decision making that affect them and justice in workers’ placement, transfer and promotion)</td>
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<td>Financial resources availability(amount)</td>
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</table>
67. Most development agents can increase their productivity and efficiency. Assuming that you/the development agents were highly competent, productive and effective, what percentage of your/their current work time would you/they require to do and to achieve what you/they are currently accomplishing?

68. The average efficiency of Extension is, according to some literature sources, approximately 130 percent, i.e. for every 100 Birr invested in extension, the return is 130 Birr. What would you guess is the average efficiency of the development agents (Department of Agriculture), expressed as a return per 100 Birr invested as above:

1. in your area (or your own efficiency)
2. in your District (Region)
3. in Ethiopia:
   (a) in the small scale farming situation
   (b) in the commercial or large scale farming situation

69. Considering your assessment of the current state of Extension, please rank the following in terms of their potential contribution to improve the effectiveness:

   Improved management            (1)  Highest contribution
   More accountability            (2)
   Better or more training         (3)
   Less restructuring             (4)
   Better staff selection          (5)
   Better extension approach       (6)
   More financial resources        (7)
   Less political interference     (8)
   More transportation facilities, materials and equipment (9)
   More agricultural new technologies and information (10)
   Better government policies and regulations (11) Lowest contribution