# Interviews with key development actors in Turufe sub-kebele, Turufe-Wetera-Elemo kebele, Shashemene wereda, West Arssi, Oromiya

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## Kebele chair

### Education and work history

**Education**

He completed grade 12. He also trained as a DA for one year. Now he is learning at private college in Shashemene in Human resource management. He expects to graduate at the end of this academic year. Thus, his educational level will be 12 + 3. For two years (2004 and 2005) he attended different short term training in Shashemene that enhances is work.

**Training**

Before 2004 for one year he trained as a development agent. Then while he had been a kebele chairperson in 2007, 2009 and 2010 he has been engaging on different on job workshop and training on issues related to good governance, development, political issues, etc. He gets this mainly from the wereda (Shashemene) without fixed time interval.

**Work experience**

For 5 years he worked as a public hired teacher in Shegule School. Then he worked as an assistant development agent for 2 year in Gonde Kersa kebele. He also had been serving as a kebele chairperson in 2007, 2009 and 2010.

**Previous position**

As indicated above before he becomes a chair person he used to work as a public hired teacher then as an assistant development agent.

**Why did you leave**

Working as a public hired teacher was not good for him since his salary was small and it affects his time for his own major work (agriculture). When he worked as an assistant development agent for 2 years he was working in other kebele (in Gonde Kersa kebele), which was also not good for his agricultural work. Thus, immediately after he selected as a chair in his kebele he left that job. But now he is interested to continue working as a Development Agent since a DA has a salary unlike a kebele chair.

**Time in current work**

Whenever he can he works on most working days. But mostly he works on every Monday and Thursday.

**How (s)elected**

In 2007 he was selected by the community in public meetings. After working 2 year he mentioned that he left the job since there are some kebele officials who are weak in working (other respondent mentioned that he was suspended because of inefficiency). Then he was again selected in 2009 and he is still in power.

### Doing this job: work relations

**Current role of Chair**

His role as a chair is to handle different cases, to mobilise the community for different action, to decide on various aspects, to solve cases that need solution and to present to wereda cases that cannot be solved at kebele level, to inform the community the information he got at other government structure like wereda and zone, and to present the concern/problem of the community to the responsible body.

**Relations with Cabinet**

The cabinet members were 5 in number. Since 2007 they become seven in number. He is also one among the seven members. The cabinet members implement various things together (on team basis). In addition, each member has its own role and responsibility. For instance, the education representative is responsible to follow up school budgets assigned from community contribution for all schools found in the kebele.

**Relations with Kebele Manager**

Before 2007 there was no manager. After the manager was hired he has been working as a public secretary. He takes minutes while the cabinet members are in meeting. The manger also present complaints of the community members to the chairperson. Then with the manager the chairperson presents to different sectoral bureau of the wereda like finance bureau.

**Relations with Kebele Councillors**

As mentioned above number 2

**Relations with extension workers**

The chairman follows the activities accomplished by DAs and HEWs and teachers. The principal and HEW are the cabinet member. HEWs started to be a member of the cabinet since 2008 as HEWs had introduced in the community in 2008. Hence, their work relationship is as of indicated above number one.

**Relations with customary institutions**

Different information is disseminated to the community during iddir meetings. Since recently whenever wereda assigned specific money for different development activities like road construction and infrastructural development the kebele asks iddirs to contribute certain amount of money. Accordingly, iddirs have been helping the kebele on various development related activities.

**Relations with Wereda**

Wereda provide information or wariness raising workshop/training for the chairperson and manager.

Then the person and manager will inform the community what they acquired from the wereda. In case of handling cases if the case is above their capacity they send this kind of cases to wereda.

**Main achievements while in the job**

Before the manager come clients were not getting service soon. However, after the manager start working every client get the required service on time.

The other achievement is construction of two primary school and Health Post through community contribution and NGOs support in the kebele. Making four communal water points functional and distribution of communal land to jobless landless youth is also another achievement.

**Main current issues of concern**

Economic resource is highly needed to render any activities. For instance, he shared me his own experience that he resists mostly to come to kebele office to serve rather he inclined to his own agricultural work. To overcome this he suggested it would be good if salary is there for cabinet members as of before 2000 since except the HEWs and manager the rest has no compensation.

### Challenges faced and attempts to overcome them?

**Resources**

There is no adequate resource to render activities effectively. For instance there is no budget for stationery. He is using his own money to buy pens.

**Package system and quotas**

The money contributed from the community members do not effectively used for the assigned/planned activities. This mainly arises due to the inefficiency of persons responsible to use that money. For example for the construction of the school the assigned money were not adequate to fulfill the planned activities and efforts have been made to follow up on how the money is spent. But the follow up is not effective due to person’s imitations.

**Mobilisation**

While mobilising the community to attend public meetings or awareness education people do not come, especially on harvesting season. Women also do not come due to households chores burden and fear to talk in front of others. Efforts have been made to mobilise them by *gere* leaders by expecting that they may give value to participate.

**Credit and debt**

There is no credit service that is provided at the kebele. Before 1996 the farmers were getting fertiliser and selected seed on credit. But due to problem in repaying such service has been stopped.

**Attitudes and resistance to change**

While the community is advised to develop a habit of working hard and engage in other means of activities that may enhance their life they do not put that act in to practice as they can rather they want to get extra support that may motivate them to do so

**Responsibilities and work load**

He is overburden by responsibilities since he is the chair of the kebele, learns on weekends at private college, teach his children, and do his own agricultural works. To overcome this vice Kebele chair sometimes takes over his role.

**Reporting system**

He looks the performance report of DAs, HEWs, and the cabinet. Then with the kebele manager he report to wereda. When he is over burden by his own agricultural work, the kebele manager will report alone.

**Time use and own work, family and social responsibilities and leisure**

He has 10 children, 7 of them are learning. He is also learning at private college. And his role as a chair also creates another work burden. So, he does not have a leisure time at all.

**Conflicts**

In case of conflict over land or other cases the accused person is not available when they need it. Due to this a case which can be solved takes longer time. This over burden the work of kebele officials, mainly the work of social cohort members. Efforts have been made to get the accused person soon by going to their home repeatedly by the cooperation of militia men. But sometimes this is not successful since the accused person leave the village if he/she is aware of the case.

### Satisfaction and ambitions

**Satisfaction with the job**

The community’s believe on him as they selected him to serve them and fulfilling their expectation

**Remuneration**

There is no payment that he gets for his service. But before 2007 the kebele chair has a payment.

**Things you like about the work**

To serve the community as the community expects

**Things you dislike about the work**

To serve someone first based on personal acquaintance or blood relationship

**Things that could be improved**

Since the kebele is vast it would be good if the kebele is divided into two. This may reduce the work burden of cabinet member. In addition, it will be good if salary is arranged for chair and vice chairman and other cabinet member so that these persons will give priority above their own work. In general, this will made the service provision process effective and effect.

**Personal ambitions/hopes for future**

To benefit from the training he is taking now (human resource management) and get other better job.

### Researcher observations

As mentioned above he is available only on Monday and Thursday. So, the reason might be he is overburdened by different commitments.

## Former Kebele Chair and current Vice Chair

### Education and work history

**Education**

I have completed 9th grade in 2001 in Kerara Edo high school.

**Training**

Workshop in 2000 in Nazreth on political and public administration. In 2005 in Shashemene training on cadre duties and responsibilities.

**Work experience**

I have worked for 13 years as public court head, Militia, Chairman of the kebele and at present vice chairman of Turufe kebele.

**Previous position**

Chairman of the kebele

**Why did you leave**

For personal reason. To build a house in Shashemene town.

**Time in current work**

About 10 months.

**How (s)elected**

I was elected in *Ginbot (* May) 2009.

### Doing this job: work relations

**Former and current role of Chair**

The role of the chairman is to facilitate the implementation that the government has entrusted to the kebele officials. Formerly the chairman was expected to be present in the office through the week days. The chairman , vice chair and the secretary were paid and they were accepted to be present in the office. Now the chairman is expected to be in office 2 day a week (Monday &Thursday). Now full responsibility falls on the shoulder of the manager. This change came since 2007.

**Relations with Cabinet**

As a vice chairman of the kebele I have smooth relations with the cabinet. The vice chairman is second person in the cabinet. This has been the trend since the establishment of the cabinet.

**Relations with Kebele Manager**

I have good relations. The Vice chairman of the kebele can give order to the manager. The manager is accountable to the chairman and to the vice in his absence.

**Relations with Kebele Councillors**

I have good relations with the kebele councillors. No change.

**Relations with extension workers**

I have smooth relations with extension workers as they are member of the cabinet. The head teacher of one school is also a member of the cabinet and through him the teachers and the kebele chairman have good relations. This change in the cabinet formation and membership started since 2000.

**Relations with customary institutions**

As a vice chairman I have smooth relations with the customary institutions. There is no change in this respect.

**Relations with Wereda**

The Vice chairman have smooth work relation with Wereda. I represent the kebele in the absence of the chairman and have good relations with the wereda . I can contact the wereda if I needs something.

**Main achievements while in the job**

The vice chairman’s main duties focus on development work, collecting taxes and different contributions, and working as a chairman in his absence. This way I have been collecting all government taxes from the land owners and the other development contributions and have handed over the money to the wereda finance office. I have facilitated the bridge building that connects Turufe and Kerara Filicha kebele. I have also was a member of the cash collecting committee for the electric installation.

**Main current issues of concern**

Financing and building of the all-weather road from Kuyera to Kofele. The joblessness of the youth and the expansion of theft which is highly related to the joblessness of the youth.

### Challenges faced and attempts to overcome them?

**Resources**

The kebele have no budget to do any development work.

**Package system and quotas**

There is shortage of package system and Turufe gets no quotas.

**Mobilisation**

There is a problem of mobilisation as the community is dissatisfied by the work of the kebele.

**Credit and debt**

There is *BUSA GONOFA* (a private credit and debt institution) and Arsi Development project.

**Attitudes and resistance to change**

There is no bad attitude and resistance to change.

**Responsibilities and work load**

Responsibilities and work load are high. When I refused to work in 2000 I was imprisoned for 5 days.

**Reporting system**

Reporting is done to the wereda in writing.

**Time use and own work, family and social responsibilities and leisure**

I have little time to myself and my work, for family and for social responsibilities. that is why I resigned from chairmanship and also was imprisoned for 5 days.

**Conflicts**

I have no conflict with anybody.

### Satisfaction and ambitions

**Satisfaction with the job**

I am satisfied with the job.

**Remuneration**

No remuneration since 2007.

**Things you like about the work**

The public asking its rights using its mother tongue and applying to the office without writing an application and getting immediate solution to its problems.

**Things you dislike about the work**

That the government is not taking drastic measure against criminals and perpetrators.

**Things that could be improved**

Supplying the community with selected seed, fertiliser and other packages on credit basis so that the ordinary farmer could benefit from the packages.

**Personal ambitions/hopes for future**

I would like to resume my education from where I stopped and to involve in trade activities in big town like Shashemene.

### Researcher observations

He is a devoted worker and very cool when people come to apply for some thing or when they complain about the different contributions. He works from morning up to late afternoon without going for lunch.

He is ambitious and well integrated with the community.

## Kebele Manager

### Education and work history

**Where from**

Originally he is from Wetera village

**Family**

His parents are still living in Wetera village. He is married. But he has no child. He lives in Kuyera town.

**Education**

He got Diploma from Batu Global College (in Shashemene) on teaching social science in 2007.

**Training**

While he was in college he took different social science courses like Geography, History.. etc.

In 2007 he took training for one month in Tolay (In SNNP on Jimma road). The training focused on how to serve people/clients effectively. Currently he is taking training on every 3 month in Shashemene. The training focuses on how to render administrative works and how to provide quality service for community members.

Formerly he took training on agriculture for one year.

**Work experience**

He was hired in the kebele as a Manager since August 2007. Since 2008 he has been serving as a wereda councilor. Before hiring as a kebele manager he had four year experience as an assistant DA (for the first 2 year he worked in Shegule kebele then for 2 year he worked in the wereda agricultural bureau)

**Previous position**

Assistant DA and then agricultural officer

**Why did you leave**

To get better salary in that before he become a kebele manager his salary was 425 birr. But after he become a kebele manage he is getting 801 birr.

**Time in current work**

Every working day and working hours. He also works on weekends based on the community’s interest.

**How selected**

At that time the criteria to be a kebele manager was above grade 10 or diploma or certificate. It was the community who selected him.

**Training for the job**

Sometimes the wereda administrative bureau arrange training to teach them (with other kebele managers) on how to serve the community best.

### Doing this job: work relations

**Role of Kebele manager**

After he is assigned since he is available on every working day and working hours clients able to get service when required. But before that the kebele officials were working on only twice per week (Monday and Thursday). In addition, formerly clients were exposed to pay for the person write application but now he also serves clients by writing application letter.

He prepare plan for the community through revising the previous year plan and discussion with the cabinet member. Then he presents the plan to the community. Later on he modifies it based on the comment and suggestion of the community.

**Relations with Kebele Chair**

With the kebele chair he involve in development activities. He also informs the chairperson case of clients conflict to reported so as to solve it soon if possible.

**Relations with Kebele Cabinet**

Whenever clients have complain regarding the service they obtained they present their complain for him and he present their complain for the cabinet member and solve it (if they can). If there are problems to be solved he involved in the process with the cabinet member. He prepare plan with the cabinet member.

**Relations with Kebele Councillors**

He works with them on various issues of the community. The kebele manger takes minute of cabinet member while discussing various activities done by extension workers to share to peoples representatives of the community.

**Relations with extension workers**

The HEWs give him the month report and he with the cabinet member looks it and gives their feedback for the HEWs. The school had disuse issues with the cabinet member and efforts have been made with the help of gere leaders to mobilise the community send their children to school.

The DA is providing home to home awareness education on how to improve their agricultural activities. Since the kebele manager has an experience of working as a DA he support the DA on different aspects like on how to plant, how to prepare compost etc.

The kebele manger takes minute of cabinet member while discussing various activities done by extension workers.

**Relations with customary institutions**

The kebele manager writes a letter for iddir while a certain amount of money is assigned by the wereda to the kebele to pay for development activities. Accordingly, some iddirs proved some amount of money for such activities. Now there is effort to organise iddirs open a bank account, to save money and to use or buy grain for sale during harvesting season and to sale when its price rise. He is the one who start to organise this.

**Relations with Wereda**

He gets training from Wereda on how he serves the community. The wereda also follows his activities by looking the plan. With regarding to the performance of cabinet if they looked a weakness they tell to the kebele officials to mobilise the community so as to select a new cabinet member. He is also a wereda councilor.

**Main achievements while in the job**

After he started working, the kebele able to have a document/ file that can be used for referral purpose.

For school building he mobilised the community to contribute both in cash and in-kind. Accordingly the new school is completed and starts to serve the community.

Formerly clients had been spending from 5 up to 10 birr for application letter. But he prepares an application format and used whenever clients come without any charge. So, he saved clients from paying.

**Main current issues of concern**

His major concern is that his role and responsibility is vast. He is information desk, complain hearing and presenting,, manager who prepare plan, secretary who writes application letter for each and every person came to the kebele office.

As mentioned above his is working every working day and working hours. He also works on weekends based on the community’s interest. If he faced any problem no one cover his work. Since except him other cabinet members have no salary they do not stay the whole day and working hours in kebele office. Due to lack of person who can cover his role he does not have annual leave. This is also other concern for him.

### 

### Challenges faced and attempts to overcome them?

**Resources**

There is no adequate resource in the kebele office to render every activities effectively. For instance, there is no large paper that he used to draw graphs that shows the total population of the kebele, land usage, health and education coverage, etc.. Rather he buys this item from his pocket. There is lack of stationery materials. He mentioned he got only two pens and 60 papers with in two year time. Thus, he has been buying pen from his own pocket.

**Living conditions**

He is living in the nearest town Kuyera. But he has no transport allowance. To avoid being late while traveling from Kuyera to kebele office he bought cycle and has been using it.

**Package system and quotas and mobilisation**

Agriculture, health and education Service is becoming better over time. While the community was mobilising for the construction of HP and school some of them were tried to resist by justifying they would not be served by such institute. To convince them efforts have been made by explaining to them that the service provided will indirectly benefit them. Accordingly, they believe and contributed both in kind and cash.

With Regard to agricultural package many farmers buy fertiliser personally since it is expensive they do not get if from AD. In addition, there is lack of selected seed. There is also a false (forged) selected seed. Due to the un-fulfillment of these and other reasons some community members are not willing to attend public meeting or any other meeting like awareness education in certain aspects like health when they mobilised to participate. It is through warning them that they will be punished or would not get the service they want to get from kebele if they do not participate that they encourage them to attend the meeting or awareness education

**Credit and debt**

He has not any engagement related to credit and debt since there is no credit service that is provided at the kebele.

**Attitudes and resistance to change**

While he and other development actors (DAs, and HEWs) teach the community about various issues the communities attitude towards accepting their idea has becoming good over time. However, some resists putting that into practice due to resources limitation and focusing on their current work. Still efforts has been made to aware them the advantage of doing that to encourage them to do so.

**Responsibilities and work load**

He mentioned that his work responsibility is vast. As indicated above he is overburdened by work.

**Reporting system**

He reports the activities done to the wereda finance and capacity building bureau on every month. The officials of wereda finance and capacity building bureau intern writes him feedback by comparing the activities done with the plan. They indicate if there is undone activities that have been mentioned on the plan ask for reason for not doing it, what is done well and what is done weakly. They also indicate what will be their main focus that they have to done for the future.

With regard to complain as he is a complain receiver he present complain of clients or community members to the cabinet and tried to solve it. If it is above their capacity they refer to wereda. There is no as such challenge faced here.

**Relations between Wereda and Kebele**

Once every 15 days Wereda officials come to the kebele and discuss about various development works that have to be done in kebele. Meaning the wereda is following the activities of kebele officials. For some development activities that are no well done in the community they try to challenge them why these activities are not done well. They associate this with the weakness of kebele officials rather than the community’s resistance that may arise because of several reasons. Finally through discussion with the cabinet member they understand the reality.

**Time use, family and social responsibilities and leisure**

Even though he is overburdened by work sometimes he visit his parents and siblings, who are living in Watera village, since it is close to where he is working. However, he does not as such engage in social affairs except mourning and weeding ceremony of relatives.

**Conflicts and how they are resolved**

When someone come to kebele for problem related to conflict first he try to solve it. If it is above his capacity he writes them an application letter and sends the case to kebele social cohort. The challenge her is the accused person is not found on time. Through the help of kebele militia persons even though it takes time the accused person will be found. Personally he has not faced any conflict

### Satisfaction and ambitions

**Satisfaction with the job**

He is satisfied in that he has been serving the community that they know previously. However, with regard to salary he is not satisfied since his salary is similar to the salary of when he first hired.

**Remuneration**

As mentioned above he did not get any salary increment unlike other job. In addition, he has no any additional allowance for working above working hours.

**Things you like about the work**

He likes serving all community members equally and on time unlike other time.

**Things you dislike about the work**

What he dislikes is he is engaging in different activities (vastness of his responsibilities). He will leave this job if he got a better job. In 2001 he learned for two months (on weekends) in private college/Rift Valley College in sociology in Shashemene in Degree programme. But he dropout since he was informed that the education may affect his work performance and he informed that he would learn in government college fulltime. He dislikes discontinuing this also.

**Things that could be improved**

As mentioned above he do not have annual leave or cannot be absent from work if he faced any problem like failing sick off since no one cover his work. In addition, whenever he called to wereda for meeting there is no one who can cover his part. Hence, he suggested it would be better if additional 2 persons, who could write an application letter, are assigned.

**Personal ambitions/hopes for future**

He hopes he will upgrade his education and get better position.

### Researcher observations

He seems energetic to serve the community and upgrade his education.

## Wereda Councillor Male

### Education and work history

**Education**

Diploma in Law, from a private college in Shashemene in 2007.

**Training**

Training on security and public safety in Adama in 2007.

**Work experience**

From 2000-2 Arsi Negele wereda deputy administrator. 2003-4 Public Affairs and neighbouring regions affairs head. In 2005 I served as the wereda prosecutor. In 12006 I served as a cabinet member and police affairs head of the wereda. After serving for 5 years in this position in 2010 I was elected to the wereda council and head of the peace and security force of the wereda.

**Previous position**

Cabinet member and police affairs head of the wereda.

**Why did you leave**

I was elected to the wereda council.

**Time in current work**

6 months.

**How selected**

I was elected at the beginning of 2010 when the wereda council was established.

**Training for the work**

Two weeks workshop in Adama and 3 weeks training in Hawassa.

### Doing this job: work relations

**Role of Wereda Councillor**

My role is to follow up the peaceful living and security of the wereda people. No change in this respect.

**Relations with Kebele Chair**

I have good relation with kebele chair as I am elected from Turufe and we meet through work.

**Relations with Cabinet**

I have good relations with the cabinet as well.

**Relations with Kebele Manager**

WE have good relations since he was assigned in the kebele as a manager.

**Relations with extension workers**

AS the DA and HEWs are the members of the kebele cabinet we meet occasionally and our relations are smooth. One of the teachers is also a cabinet member and through him I understand about the other teachers though we don’t meet often with the other teachers. It has been this way and there is no change since 2000.

**Relations with customary institutions**

I personally have relations with customary institutions as they settle disputes in the kebele and beyond and they support our cause of assuring peace and security in the wereda.

**Relations with Wereda. Changes**

I meet the wereda officials every day and we discuss a lot concerning peace and security of the wereda. We have people serving-based relations.

**Relations with other Councillors**

AW we are working with the other councillors we have common agenda that bind us together and I can say our relations is smooth and have the same goal.

**Main achievements while in the job**

I have coordinated the justice sector, the police force and the peace and security sector to work hand in hand and as a result a person held by the police will be brought to court within 48 hours. I make continues contacts with the peace and security committee head and members of every kebele and through giving the necessary support we are assuring peace and security of the people.

**What issues of concern to the Kebele have you raised at Wereda level**

The issue of concern of the kebele I have raised at wereda level is the training of the community policing members and militia members, and the uniform and armament and ammunition.

### Challenges faced and attempts to overcome them?

**Resources**

We don’t have the adequate resource like vehicle to go from wereda town to each kebele at time of disputes and conflicts. We beg vehicle from the wereda administration or other sectors which have vehicle.

**Attitudes and resistance to change**

The attitudes of the people towards change is very good and there is no resistance to change.

**Responsibilities and work load**

The responsibility and work load is very much as I have to go from one kebele to the other. There are 37 kebeles in the wereda and it is tiresome to go to some of the kebeles as the roads are rough.

**Wereda responsiveness**

Wereda’s responsiveness is encouraging. It is always on the side of the sector. The wereda administrator and other go to kebeles where there is conflict even during night time when we call the for vehicle.

**Community involvement**

Community involvement in peace and security matters is very encouraging. The community is always with the security force.

**Time use and own work, family and social responsibilities and leisure**

I don’t have the time for my own work , family and social responsibilities and leisure as I have tight programme. Nothing goes according to programme. Unexpected and unprecedented incidents appear that force to live according to phenomenon rather than programmes.

**Conflicts**

I have never entered into a conflict concerning my job.

### Satisfaction and ambitions

**Satisfaction with the job**

I am satisfied with the job. I feel satisfied when we are able to rescue the wealth of hard working people from organised perpetrators. Example an Isuzu lorry which was carrying 50,000 birr worth of onions was taken and it was taken to Hosaena and finally to Addis Ababa and was to be sold for 120,000 birr. We were able to catch them red handed with the lorry and the 3 perpetrators were sentenced 7-15 years of imprisonment.

**Remuneration**

Yes. I have monthly salary.

**Things you like about the work**

Seeing the people living freely and without any threat is what I like most.

**Things you dislike about the work**

The absence of the necessary materials like vehicle and lack of rest and personal time for the family.

**Things that could be improved**

That the government supply the necessary materials, that the kebele peace and security committee and the militia get training and the necessary armament and ammunitions.

**Personal ambitions/hopes for future**

To make my career as justice person.

### Researcher observations

Very dedicated and knowledgeable. He talked to me at 10:30pm directly returning from field work in the rural area.

## Wereda Councillor Male 2 – also kebele manager

### Education and work history

**Education**

He got Diploma from Batu Global College (in Shashemene) on teaching social science in 2007. In 2009 he learned for two months (on weekends) in private college/Rift Valley College in sociology in Shashemene in Degree programme. But he dropped out since he was informed that the education may affect his major work performance, which is kebele manager, and he informed that he would learn in government college fulltime. He explained that he was disappointed for discontinuing this education.

**Training**

While he was in college he took different social science courses like Geography, History.. etc.

In 2007 he took training for one month in Tolay (In SNNP on Jimma road). The training focused on how to serve people/clients effectively. To support his role as a kebele manager currently he is taking training on every 3 month in Shashemene. The training focuses on how to render administrative works and how to provide quality service for community members.

Formerly he took training on agriculture for one year.

**Work experience**

He was hired in the kebele as a Manager since August 2007. Before that he had four year experience as an assistant DA (for the first 2 year he worked in Shegule kebele then for 2 year he worked in wereda agricultural bureau). He becomes a wereda councilor since 2008.

**Previous position**

Assistant DA, then agricultural officer, and then kebele manager (still now).

**Why did you leave?**

To get better salary he becomes a kebele manager. He did not leave his position of Kebele manager. Rather wereda councillor is his additional responsibility.

**Time in current work**

Every working day and working hours. He also works on weekends based on the community’s interest.

**How selected**

While he was working as a kebele manager he was selected by the community as a wereda councilor (selection for wereda) in the 2008 wereda councilor fulfillment.

**Training for the job**

First he gets training on how to work as a wereda councillor. Then every two or three month workshop is arranged to get hints on how to report to wereda councillor chair, present and discuss the report the wereda councillor brought, and they comment and share the work experience of each wereda councillor to get lesson, which might be useful for each.

### Doing this job: work relations

**Role of Wereda Councilor**

There are other 300 persons, who are people’s representatives of the community with whom he prepare plan. These 300 persons were selected for *yakababi Mircha* (selection at the community level) in 2008 in the same year when the wereda councilor was selected. There is no change since then as the plan is these persons continue working for five years (until 2013). At the end of every two month he, the kebele chair and chair of kebele social cohort evaluates the activities accomplished. With other councillors they decide the amount that their respective community contributes for various developmental activities.

**Relations with Kebele Chair**

With the kebele chair he identifies the major need or concern of the community so that he present the issue to the wereda meeting and update the kebele chairman what he learned or a ware from the wereda workshop. As the councilor is also a kebele manager with the kebele chair he involve in development activities. He also first with the chairperson discuss about case of some urgent conflict reported to him so as to solve it soon if possible.

**Relations with Kebele Cabinet**

He shares what he learned or got information from wereda. He also informs them if there is something that requires to be done soon. Based on what the total amount that the wereda assigned for the community to contribute for development activities they discuss how much one household has to contribute. Then with the 300 people’s representatives he discuss about the contribution. Finally public meeting is arranged to decide the amount of each household contribution with the community participation.

**Relations with Kebele Manager**

The councillor is also a kebele manager

**Relations with extension workers**

Since the councilor has an experience of working as a DA he supports the DA on different aspects like on how to plant, how to prepare compost etc. As the councilor is the kebele manager he takes minute while the cabinet are discussing about the development activities accomplished by the extension workers. Then as a councillor he presents and discuss these accomplishment to the 300 peoples representatives of the community and later on to the wereda councilor chair.

**Relations with customary institutions**

When certain amount money is assigned for the community from wereda he discuss with the people’s representatives of the community to mobilise iddirs and model farmers to contribute what they can. The institution is also used to get the community to announce a meeting or mobilise for certain developmental activities.

**Relations with Wereda**

Every two or three month workshop is arranged to get hints on how to report to wereda councillor chair, present and discuss the report the wereda councillor brought, and they comment and share the work experience of each wereda councillor to get lesson. Wereda follows whether the wereda councillor with people’s representative’s plan put it in to action. If not efforts are made to solve the challenges or problems encountered while trying to put that proposed activities in to practice.

**Relations with other Councilors**

As mentioned above every two or three month he meets with other councillors in the workshop is arranged to present, discuss, comment, get feedback and share the work experience of each wereda councillor to get lesson. With other councilor they decide the amount the report the councillors, and they that their respective community contributes for various developmental activities.

**Main achievements while in the job**

Formerly 5 birr per household was contributed for construction of Wereda rural hail. But these money become inadequate. As a result, the community was assigned to contribute 11,000 birr for the construction of Wereda rural hail. Through the help of people’s representative by mobilising the community this money was paid in this year. Model farmers contribute from 1,000.00 birr up to 200.00 birr (voluntarily). Similarly, some iddirs contributed from 100 birr to 300 birr. Good participation and contribution was also obtained for the construction of HP and school in the kebele.

**What issues of concern to the Kebele have you raised at Wereda level**

He rose about the problem of theft that has been the concerns of the community for longer. Accordingly, two police men were assigned to work in the kebele with the kebele militia man. While both are working up on the separation of Wendo from Shashemene wereda one of the police men takes to Wendo area. But the police used to work in the town most.

### Challenges faced and attempts to overcome them?

**Resources**

There is no resource to render every activity. Rather he and the rest people’s representatives use their own money to cover the costs of various like transport and stationer materials.

**Attitudes and resistance to change**

Whenever the he and the people’s representatives is call the community members for meeting they resist to come since some do not value the meeting. It is through warning them by explaining them that they will be punished or would not get the service they want to get from kebele if they do not participate in the meeting. This is to change their attitude and encourage them to attend the meeting since mainly the major agenda of the meeting is on the community’s issue.

**Responsibilities and work load**

He has various responsibilities, which include councillor, kebele manager, complain receiver, minute taker for cabinet’s meeting or discussion, secretary. So, he stated that he is overburdened by these activities. But, with regard to the responsibility of councilor alone his work is not overburdened since he works 4 or 5 days per three or two months.

**Wereda responsiveness**

Sometimes the wereda do not give prompt response for the concern of the kebele presented. That is why some community members resist to attend the meeting. Through explaining them that the issue would be considered in the future they try to convince the community members.

**Community involvement**

As mentioned above there are 300 persons who that are people’s representatives of the community with whom he is working. In addition these persons consider the ideal of community members before deciding anything.

**Time use and own work, family and social responsibilities and leisure**

Even though he is overburdened by his vast responsibility’s sometimes he visit his parents and siblings, who are living in Watera village, since it is close to where he is working. However, he does not as such engage in social affairs except mourning and weeding ceremony of relatives.

**Conflicts**

He did not face any conflict related to his role as a councillor

### Satisfaction and ambitions

**Satisfaction with the job**

He is satisfied in that he has been serving the community that they know previously.

**Remuneration**

Except the salary he gets for working as a kebele manager he has no any additional allowance for working as a councilor

**Things you like about the work**

He likes to present the problem and/or concern of the community members for wereda for solution.

**Things you dislike about the work**

What he dislikes is from the 300 persons, who are the people’s representatives of the community, are sometimes absent from the arranged meeting. As a result, sometimes the meeting is not done as planned.

**Things that could be improved**

To energise the people’s representatives it would be good if some payment is arranged. this is because when they are called for meeting they give priority for their own work. But if it has some payment they may give due value.

**Personal ambitions/hopes for future**

He hopes he will upgrade his education and get better position.

### Researcher observations

He seems he is energetic to upgrade his education and he is concerned about the community’s problem, which needs consideration.

## Head Women’s Association

### Education and work history

**Education. Where, till what level? When completed?**

She learned from grade 1 up to grade 8 at Karara Edu School, in Kuyera. Then she started learning grade 9 at Shashemene in 1988 but she dropped out due to marriage.

**Training; courses, workshops? Where, when?**

Since 2003 at different time she also took training on HTPs. The training and workshops have been organised in collaboration with wereda women affairs office and different NGOs (HADRA- Adventist development organisation, Africa Human action, Compassion). She mentioned at least she attend workshop or training on HTPs, HIV and gender related issues twice a year.

In 2005 in wereda woman affairs office in cooperation with NGO (Africa Human Action) she took training on women and child rights. Then she becomes one of the legal advisee’s committee members, who have been providing advice for needy person in the kebele.

Especially after she become one of the HTPs prevention committee member in 2007 she has been getting training on how to raising the awareness of the community members and controlling HTPs in the community.

At different time she has been participated in the training and workshop organised to increase the awareness of different community representatives, mainly on child rights, women rights and related issues.

**Work experience. Number of years, in what capacity?**

Since 1990 until now she has been working as a secretary of two iddirs. Since 2003 she has been serving as a head of women association.

**Previous position?**

None except Iddirs secretary

**Why did you leave?**

Not applicable

**Time in current work?**

As a legal advice committee member she gives service twice per week. She also took training, involve in meeting at wereda women affairs office, and provide awareness education for community members. But the time is not fixed.

**How selected. When?**

The community selected her based on her education, knowledge and activeness.

### Doing this job: work relations

**Current role of women’s’ association head**

The major role of women’s association head is to share or discuss about on how to protect women’s right with other women. Meaning to transfer the information education she acquired from wereda women affairs office and other NGOs. She collects 3 birr per annum (.25 cents per month) from the association members and gives for wereda to use for development activities. Whenever some awareness raising education or any meeting is planned to provide for the community she mobilises women to participate since the participation of women is less on various activities in the community. For instance, since currently it is an election time she mobilises women to take election card so that they will involve in the election process. There is no any change.

**Relations with Kebele Chairman**

She represents women and involve on various meetings organised at wereda level with kebele chair person. She consults with the chair on how to transfer the knowledge and skill they acquire to women and the community at large. She also involve on various activities in mobilising the community that the kebele needs.

**Relations with Cabinet**

From the kebele cabinet she get information on the participation of women in different activities. Sometimes also she attends meetings or awareness education at wereda bureau and NGOs. Finally or latter on through their collaboration they transfer the education the acquired to the community at larger.

**Relations with Kebele Manager**

First women or other person report or send a letter to kebele through the kebele manager since he is always available at working hours. If the case of the person is related to right violation he informed her to follow up and solve the case. As one of the legal advisee committee member she provides advice for needy clients. She with the other committee member use observation to substantiate the cause and consequence of the case to solve it fairly

**Relations with Kebele Councillors**

For public meetings organised by councilors she takes the mandate to mobilise women to attend the meeting. She also supports them by explaining the advantage of women in participating on different aspects.

**Relations with extension workers: DAs and HEWs, teachers**

As she is one of the community’s prevention of HTPs after the introduction of HEWs in 2000 she closely works with the HEWs in awaring the impact of HTPs for the community and in following up persons who practice HTPs.

As she is a model farmer she gets advice on how to produce better crop from the DA. When the DA meets with different farmers she shares her idea on how she able to produce better crop and she became a model farmer. She also gets the work experience of other model farmers to get lesson for future practice.

With teachers she discuss on what looks like the enrolment, and educational performance of students in general and girls students in particular over time.

She also mobilise the community to send their children to school on time.

**Relations with social court**

As she is one of the legal advice committee member She work closely with social court in handling different conflict like conflict over land, marital conflict, and cases related to women and child right violation.

**Relations with customary institutions**

First when she got cases for solution she and the other legal advice committee sends the case to elders for reconciliation. Whenever certain amount of money is assigned for the kebele to contribute for development activities by the wereda she organises iddirs to contribute their part. With the HEWs sometimes she provides education for iddirs members in iddir meetings. With iddir leaders she has been working in organising different activities that are helpful for the community.

**Relations with Wereda women’s affairs**

The wereda women affairs office prepares training on various issues. From different kebele they call woman representatives of the community to acquire knowledge on how to protect women right, and to transfer what they acquired to their respective community. They are also the one that invite responsible body to give the training or lead the workshop. She attended different trainings and workshops organised there. Whenever she and the other legal advice committee members come across cases of marital conflict, women and child right violation or abuse that are beyond their capacity they refer or send the case to wereda women affairs office to handle the cases.

**Relations within the women’s association**

She is the one who collect members contribution and give the money to wereda. At wereda and other NGOs she participates in trainings or workshop by representing the association members in particular and women in the community at large. After that she shares the experience or knowledge she acquired to the association members and women in general in the community. In general, she has been discussion with the association member on how they increase their involvement in different activities, including livelihood portions so as to enhance their wellbeing.

**Main achievements while in the job**

* Bringing attitudinal change on the community about HTPS
* Developing the peoples attitude towards the importance of children, especially girls education
* Enabling women to be aware of their right and report abuse or right violation (if faced). But still reporting cases is not as such effective since women fear to report cases.

**Changes in attitudes to women? In what ways**

People’s attitude towards women has been changing. As a result, men become aware of the value of women in one HHs life since some women started to support their livelihoods by engaging in income generating activities. Earning income by itself enhanced women’s decision making power on household assets and control over assets.

**Changes in women’s rights? When, in what ways**

She is providing awareness education on women’s rights in different meetings. In 1997 some key community members attended the campaign organised on gender equality with other kebeles. After that she with these key persons was providing awareness raising education. As a result, people’s understanding of women rights is enhanced.

**Changes about harmful customs? In what ways**

Through the continuous awareness education provided by differed actors against HTPs (early marriage, abduction, rape, female circumcision, etc.) both male and female become aware of its impact. She highly works with these actors to prevent HTPs. She becomes a HTPS prevention committee member since 1999. Since then the committee has been working well. As a result, nowadays abduction, early and rape is not prevalent. But some servants face problem of rape in the house where they are hired to work as a domestic worker. Due to fear they do not report the case to responsible body on time. FGM is not practised openly but she mentioned that some people are circumcising girls secretly.

**Main current issues of concern**

Most women do not involve in public meetings, they are not organised to protect themselves from any abuse, and they do not try options to generate income so as to enhance their livelihood, which will help them enhance their health, social interaction and wellbeing in general. Even some women do not attend an awareness education arranged for them properly.

### 

### Challenges faced and attempts to overcome them?

**Resources**

The association has no any resource. What each member contribute 3 birr per annum is given to wereda to use for developmental activities. The association only gets one room from the kebele to render meetings.

**Mobilisation**

When the association members are mobilised or informed to attend a meeting some do not attend due to domestic work burden and lack of interest since they consider that since there is no tangible benefit the get from the association. Even there are few members who resign from the association membership.

**Credit and debt**

They have not got any credit.

**Attitudes and resistance to change**

The attitudes of the association member are not good towards the association due to lack of economic or material benefit. Even they are not cooperative whenever they are asked to organise themselves so as to get credit and use for anything the members agree like IGAs.

**Responsibilities and work load**

Since she is a female household holder she is overburdened by agricultural works, household chores and other responsibilities (member of legal advice committee, member of HTPs committee, and secretary of two iddirs). But with regard to the association she has not work load since the association has not many activities to accomplish.

**Kebele not taking the association seriously**

The kebele do not give due value for women association. They only provide one room for the association. There is no any effort tried to organise or enhance the association. Women association exists only by name.

**Reporting system**

They report to wereda women affairs office the meeting the association held and agendas disused. But it is not as such an organised one.

**Time use and own work, family and social responsibilities and leisure**

As mentioned above she has various roles both the community as well as in her house, mainly she is female householder. Thus, she is very busy and she has not leisure at all. Since she has ox those who don't not have oxen use her ox and plough her land and help her in other activities like threshing as compensation. Sometimes she visits her siblings living in the area and they do the same.

**Conflicts**

Personally she has not faced a conflict while working as a head of women association.

### Satisfaction and ambitions

**Satisfaction with the job**

She is satisfied for working for the community since she is highly empathetic about women’s concern and problems women face that arise from cultural and religious factors.

**Remuneration**

By working as a head of women association she has no any remuneration. But sometimes when she attends a training or workshop organised at wereda bureau or at NGO she gets per diem/allowance for the days she attended.

**Things you like about the work**

She likes to mobilise those women to increase their involvement in various activities, which will help them to protect their right and contribute for the wellbeing of their family members accordingly.

**Things you dislike about the work**

Whenever women are called to attend meeting some do not come. The passiveness of the association

**Things that could be improved**

It could be good if the association is organised, get credit so that the members can use to engage in activities that help them improve their livelihood. This in turn will encourage the members to continue being a member ship rather than resigning and also others to join the association, which contribute in the long term the association become successful.

**Personal ambitions/hopes for future**

She hopes to work her best despite her work burden. Her focus is now to educate her children by fulfilling their basic necessities so that they will join higher education and get better job.

### Researcher observations

She is very busy in engaging in different family and social responsibilities. In general, she is a hard worker.

## Head Youth Association

### Education and work history

**Education**

He completed grade 12 and 1 year teacher training course in Shashemene in 2004.

**Training**

One year teaching course in Shashemene. In 2010 I have taken training on women’s and child rights in Shashemene commissioned by UNICEF.

**Work experience**

I have worked as a teacher for 4 years out of which I was a director for 3 years.

**Previous position**

I was a director.

**Why did you leave?**

I left because the school was transferred to government and as I was a direct teacher whose salary was 120 birr, the wereda education office rejected to take me in. After applying to the wereda education office to be hired as teacher and refusal of the office I returned back to my home in Turufe and became a farmer.

**Time in current work**

Two years

**How selected**

I was elected in 2008.

### Doing this job: work relations

**Current role of youth association head**

The role of the youth association head is to mobilise the youth to be creative and organise itself and some do income generating activities not to be dependent on government. One the other hand the youth association organise the youth for development intervention set by the government. I

**Relations with Kebele Chairman**

Now the relation with kebele chairman is good . Formerly there was dispute as the kebele hate the youth that come to the kebele office and intervene in some issues when the kebele go out of line.

**Relations with Cabinet**

It is good and they encourage us.

**Relations with Kebele Manager**

The relation with the kebele manager is smooth and he is co-operative.

**Relations with Kebele Councillors**

It is good.

**Relations with extension workers**

It is good but we don’t have any work relations with the DAs especially. We work on health awareness creations in the community and among the youth with the HEWs. We have good relations with the teachers and we discuss much on education issues.

**Relations with women’s association**

We have common problems and because of this we have good relations with the with women’s association.

**Relations with social court**

We don’t have direct relations with social court.

**Relations with customary institutions**

We don’t have relations as an association with customary institutions.

**Relations within the youth association**

The relation within the youth association is very good. We work towards a common goal and we understand each other.

**Main achievements while in the job**

We have organised about 3 groups of jobless youth which got communal land from the kebele and are working to support themselves economically.

**Main current issues of concern**

The number of jobless youth is increasing from time to time and at the same time crime is expanding(theft and house burning) among the community and this is my biggest concern.

### Challenges faced and attempts to overcome them?

**Resources**

The association don’t have adequate resources.

**Mobilisation**

It is getting very difficult that the youth is getting none from gathering together.

**Credit and debt**

No credit and debt concerning the association.

**Attitudes and resistance to change**

There is no resistance to change and the attitude of the youth towards change is very good.

**Responsibilities and work load**

The responsibility and work load is big. But nowadays as I have to feed myself I spend time on my parents farm land and I come to the office every fifteen days or so unless I a am called on special appointment.

**Kebele not taking the association seriously?**

Even though the wereda push a lot that the youth be organised and given recognition , the kebele is not taking the association seriously.

**Reporting system**

WE usually report to the wereda youth association. Nowadays it is very cold.

**Time use and own work, family and social responsibilities and leisure**

I use the time for my own work, family and social responsibilities and leisure as I have no futurity with the association.

**Conflicts**

There is no conflict of any kind.

### Satisfaction and ambitions

**Satisfaction with the work**

I am satisfied with the work as it has benefited a group of jobless youth.

**Remuneration**

No remuneration at all.

**Things you like about the work**

The unity of the youth and energetic work when mobilised for development works.

**Things you dislike about the work**

Sitting in an empty office without any work.

**Things that could be improved**

That the government must give more attention

**Personal ambitions/hopes for future**

To improve my education and continue in my teaching career.

## Development Adviser: Crops

### Education and work history

**Where from**

I am from Oromiya national regional state, Western Arsi Zone, Arsi Negele wereda Gode kebele.

**Family**

My family are living in Arsi Negele wereda Gode kebele. I have a wife but no children.

**Education**

Am a graduate from Alage TEVT and Agricultural college in 10+ 3 programme. I completed in 2006.

**Training**

I have taken training on crops in 2007, 2008 and 2009 in Shashemene ,

**Work experience**

I have 4 years of work experience. I worked as a DA for 3 years and now I am the head Development Agent.

**Previous position**

DA

**Why did you leave?**

I didn’t leave

**Time in current work**

Six months

**How selected for job**

I am the senior

### Doing this job: work relations

**Changes in role of DA**

Formerly the DAs used to go from one farmland to the other and assist the farmers on their individual plot. Nowadays we just demonstrate and give lesson collectively to many farmers.

**Time in this Kebele**

Two years

**How work in the Kebele compares with previous ones**

It is good but the soil I being eroded.

**Relations with the Kebele administration**

The relations with the kebele administration is good and there is no change in work relations.

**Relations with the Kebele Manager**

It is smooth as I am also one of the cabinet members who often work with him.

**Relations with other DAs**

The relation with the other DA in the kebele is fine.

**Relations with Wereda**

My relation at wereda level is with the agricultural and rural development office which is good.

**Work with model farmers**

Working with model farmers is what gives me the greatest happiness. They listen to what they are told and are ready to try new findings even if it may have risks of losing their crop.

**Main achievements while in the job**

I have produced respected model farmers in the kebele who are hardworking ones on smaller plot of lands.

**Main current issues of concern**

That the farmer is short of land , especially the young ones.

### 

### Challenges faced and attempts to overcome them?

**Resources**

No. there is no adequate resource for the work.

**Package system and quotas**

The packages are ready but no quotas are given to the kebele.

**Improved seeds**

Rare to get as it is sold by unions on cash.

**Use of fertiliser**

The attitude of the farmers has improved. But because of its price going up all the time farmers have started to use compost with small amount of fertiliser.

**Credit and debt**

No credit and debt question.

**Farmer attitudes and resistance**

Farmers attitude is to get the packages on credit bases but they don’t show any resistance towards government policy.

**Responsibilities and work load**

My responsibility is to demonstrate to the farmers and to supervise the farmers when they do their farm work. Because of this there is work load.

**Reporting system**

I report to the wereda agriculture and rural development office.

**Time use, family and social responsibilities and leisure**

I have time to use for family and for social responsibilities as my work is seasonal.

**Conflicts How resolved**

I don’t have any conflict with anybody.

### Satisfaction and ambitions

**Satisfaction with the job**

I am satisfied with the job.

**Remuneration**

I am paid.

**Things you like and dislike**

I like working with model farmers who are willing to work hard and benefit from their work. What I dislike is that certain farmers are doubtful and diehard to accept and try new farm systems.

**Things that could be improved**

That the government give seed and fertiliser on credit bases to encourage more farmers to come to modern farm system.

**Personal ambitions/hopes for future**

I want to pursue my education and be at better stage to serve the people.

### Researcher observations

He is shy but knowledgeable in his own particular area and avoid talking much.

## Development Adviser: Livestock assigned to a neighbouring area and not available for interview

## Development Adviser: Natural Resources - none

## Head, Farmers Training Centre – centre built but still closed

## Health Extension worker

### Education and work history

**Where from**

I am from Oromia national regional state, Western Arsi Zone, Shashemene wereda ,Turufe kebele

**Family**

My parents live in Turufe kebele. I am single and have no children.

**Education**

I completed 10th grade in Shashemene in 2005. Then I was elected through the kebele for one year training based on my 10th grade result and the interview. I took the training in Negele Borena for one year and graduated in 2006. I started to work as health extension worker in 2007.

**Training**

I have participated workshops on HIV and AIDS in 2009 twice. The first was facilitated by an NGO while the second was conducted by government. Both workshops were conducted in Adama The same year I took training on “how to fight child malnutrition” in Adama for one month.

**Work experience**

I have 4 years work experience as health extension worker and now head of the health post.

**Previous position**

Health extension worker.

**Why did you leave?**

I didn’t leave and am still working.

**Time in current work**

6 months.

**How selected for job**

I was selected for the job as we were only 2 and my colleague recommended me.

### Doing this job: work relations

**Changes in role of HEW**

There are no changes in the role of HEW. We go from vicinity to vicinity and teach the community on basic health care, sanitation and hygiene. We focus on preventive health service.

**Time in this Kebele**

Four years.

**How does work in the Kebele compares with previous ones**

I started work in this kebele and did not work anywhere else.

**Relations with the Kebele administration**

We work together as a team as the kebele cabinet members, We have good work relations but the kebele officials are not willing to come to meetings and visit when we offer training to the community. We are mostly assisted by volunteers (5 on HIV and 5 on Family planning).

**Relations with the Kebele Manager.**

We have smooth work relations with the kebele manager.

**Relations with other Extension workers.**

We are two in number and we work in an integrated form.

**Relations with Wereda**

Relations with the wereda are good. They listen to our problems and promise to help us in every way possible.

**Relations with Health centre**

The health post relations with the Wereda health centre are perfect. When we want to train the community the health experts from the wereda are with us. They give us briefing on new arrivals of medicine and they share us new health information.

**Work with model farmers**

We use the model farmers as health promoters as the community listen to them. They support us in our work in every possible ways.

**Work with Health Promoters**

The health promoters are the back bone of the health post. WE give them assignments and they make it practical. They were given 3 months training. With their assistance we select people from the community and give training on basic health care, sanitation and hygiene.

**Work with Traditional Birth Attendants**

We work with the traditional birth attendants. We train them and they follow up and report certain women who may have problems at time of delivery.

**Collaboration with customary healers**

We collaborate with the customary healers and they send people to us for treatments.

**Main achievements while in the job**

Training the community , teaching the community on sanitation and the digging of latrine and the attitudinal change of the community towards latrine use.

**Main current issues of concern**

Lack of voluntary counselling and testing in the health post. Absence of drugs for malaria and TB which can be easily offered on prescription.

### Challenges faced and attempts to overcome them?

**Resources**

We don’t have adequate resources.

**Packages and quotas and graduation**

We have health packages, but no quotas. We have trained and graduated 148 community members on basic health care. We teach people on the 17 health packages in small group every week.

**Health care support, drugs**

We don’t give health care and support as we are short of everything.

**Farmer attitudes and resistance**

The farmers attitude towards the health post and the health teaching is good. But they demand that we have different drugs/ medicine for headache, malaria, TB and the like. When we say we don’t have medicines the farmers say that ‘it is better to close the health post’ if it is not giving the necessary and basic service to the community.

**Responsibilities and work load**

Turufe is a vast kebele which is divided into 3 Zones. Covering all the 3 zones with 2 health extension workers is tiresome. The work load is extremely heavy.

**Time use, family and social responsibilities and leisure**

I don’t have time to visit my family and fulfill my social responsibilities and there is no leisure time.

**Reporting system**

The health post report to the kebele and the kebele pass it on to the concerned sectors.

**Conflicts How resolved**

There are conflicts. Earlier when we used to ask households to dig latrine there were opposition and conflicts.

### Satisfaction and ambitions

**Satisfaction with the job**

I am satisfied with the job as we have strong supporters of our causes; the health promoters .

**Remuneration**

I get monthly salary.

**Things you like and dislike**

Assisting the community especially the women from whom I was born and brought up. I dislike the kebele officials lack of ambition, that we couldn’t help a pregnant women because we don’t have midwives.

**Things that could be improved**

The general service that is provided by the health post. That the human resources is increased and we give better service. That we get on job training to update our knowledge.

**Personal ambitions/hopes for future**

I want to pursue my education and be a health officer.

## Health Promoter

### Education and work history

**Birthplace**

Born in Arsi- Asela

**Family**

My parents are in Turufe. I have a spouse and 4 children.

**Education**

I have completed grade 11 in Kerara Edo High school in 2001.

**Training**

Training on health care and support by African Women Action Aid in 2006; On Health and safe sexual reproduction in 2007 and on child care in 2008. I have got certificate for the training.

**Work experience**

I have worked as health promoter for 10 years.

**Previous position**

Health promoter.

**Why did you leave?**

The project was terminated.

**Time in current work**

I have been working under the kebele health post as a health promoter since 2001.

**How selected for work**

I was selected by the kebele as I am a certified and experienced health promoter.

**Training for the work**

I have taken training prepared by the health post for one month.

### Doing this job: work relations

**Role of health promoter**

We create awareness among the community on health care, HIV , sanitation and hygiene. We also go to iddirs meeting place, create community conversation centres at different vicinities and teach the community.

**Relations with Health Extension Worker**

I am working with the health extension workers and have good relations with them.

**Relations with the Kebele administration.**

As I am selected to serve as a health promoter by the kebele and am working under its supervision I have smooth relations with the kebele administration.

**Relations with the Kebele Manager.**

I have good relations with the kebele manager.

**Relations with other Extension workers.**

I don’t have much work relations with the other extension workers. But as we meet around the kebele office many times I have good relations.

**Relations with Wereda.**

I had good work relations when I was working the African Women Action Aid programme in the kebele. They used to come and visit us every now and then. But now I don’t have much work relations with the wereda.

**Relations with Health centre**

I don’t have direct work relation with the health centre.

**Work with model farmers**

I work with the model farmers to approach the people. They are of great support to us.

**Work with Traditional Birth Attendants**

I have been working with traditional birth attendants formerly. But I don’t work with them now.

**Collaboration with customary healers**

I used to have good collaboration with customary healers. But now I don’t meet them much.

**Main achievements while in the job**

As a health promoter my main achievements are that I have presented girls who were not circumcised from Turufe at regional level in1987 at Shashemene and the got rewards. That is my big achievement. Apart from that I have successfully worked on family planning .

**Main current issues of concern**

That the health post is not well organised in resources both human and materials.

### Challenges faced and attempts to overcome them?

**Resources**

There is no adequate resources.

**Packages and quotas and graduation**

There are packages but no quotas. There are people who graduate after training on basic health care, home to home care, family planning and the like.

**Health care support, drugs**

We don’t give health care support. WE don’t give also drugs.

**Farmer attitudes and resistance**

The farmers are happy about the basic health care teachings, the sanitation and hygiene education. There is no resistance nowadays even when we teach them to avoid female genital mutilation.

**Responsibilities and work load**

Formerly when I was working with African women Action Aid I had huge responsibility and many workloads. But now I don’t have much responsibilities and work load.

**Time use, family and social responsibilities and leisure**

Formerly I was short of time for my family and to carry on social responsibilities as well as leisure time. But now I have enough time for all this.

**Reporting system**

I report to the health post.

**Conflicts How resolved**

There is no conflict.

### Satisfaction and ambitions

**Satisfaction with the job**

I am satisfied with the job.

**Remuneration**

Formerly I used to get clothes twice a year, the necessary materials for the job and 75 birr monthly fee. But now I don’t have any remuneration.

**Things you like and dislike**

Things I like are;1) that the people’s attitude towards health education has changed 2) that family planning has been accepted c) that sanitation (latrine digging and using ) has become the culture of the people. The things I hate most is that promises on the government side are not met/ fulfilled.

**Things that could be improved**

Improve the service and grade of the health post in human resources and materials.

**Personal ambitions/hopes for future**

To educate my children and to go back to school and resume my education and be a professional health worker.

### 

### Researcher observations

Very talented, knowledgeable and ambitious.

## (Acting) Health Centre Head

The health centre head was absent as he had gone for training.

### Education and work history

**Where from? Region, wereda?**

Originally she is from West Showa zone of Oromia region. She was born, grown up and completed secondary education at Ambo.

**Family: where are parents, spouse, children?**

Her parents are living there at (Ambo). She is living with her husband and her daughter at Shashemene town.

**Education. Where till what level? When completed?**

She trained at Jimma University as a health officer. She completed or graduated in 2007.

**Training; courses, workshops? Where, when?**

She has taken various courses while she was getting the training of health officer. Then after she had attended various on job/in service trainings. This includes,

* In 2008 she trained on ART (Anti retrieval drug) in Adama town for 1 month,
* In 2008 she trained for 1 week on integrated management of neonatal child and infant (IMNCI)

in Addis Ababa. The training was organised by NGO\_ management science for health (MSH).

* In 2008 she trained on Psychiatry for 1 month in Addis Ababa. The training was organised by

NGO management science for health (MSH)

* In 2009 for 1 week she trained about sexual transmitted infections (STIs) in Adama town. The

training was organised by Ethiopian Medical Association.

* In 2010 she trained on health management information system (HMIS) in Bishoftu town for 3

week. The training was organised by Oromia health bureau.

**Work experience. Number of years, in what capacity?**

From November 2007 up to December 2008 she worked at Kotebe heath centre in Addis Ababa. Then for about 6 months she worked at private clinic at Arsi Negele town. Since July 2009 she has been working in this HC as a health officer, she works on Adult outpatient department (OPD). She is also a team leader of Adult outpatient department (OPD).

**Previous position?**

For all her experience she worked as a health officer.

**Why did you leave?**

She left her first work at Kotebe heath centre to get better income at private clinic in Arsi Negele town. Then she changed her mind and decided to work in government health care centre so as to cover the service years she is expected to serve.

**Time in current work?**

Mostly she is working every working day and working hours at Adult outpatient department (OPD. She is serving as an acting head as the head is unavailable.

**How selected?**

The head selected her to be an acting head and assigned her to handle what was handling based on her commitment.

### Doing this job: work relations

**Role of Health Centre Head? Changes? What, when?**

Role of Health Centre Head is to follow up and supervise on how different activities inside the health centre are running, to identify problems/gaps, and discuss with the management committee for solution. If there is no health officers the head cover their works. Since 2008 as there has been implantation of Business process reengineering (BPR) the activities of the head is becoming vast as the health centre is managing the income earned and costs incurred. The health centre does not give its income to govt and do not get budget from govt. Rather the income is used to buy drug and equipments. This is designed and become practically to fasten or facilitate the HC works.

**Time in this centre?**

Generally since July 2009 she has been working in this HC at Adult outpatient department (OPD) as a health officer. She becomes an acting head this month until the head returned back.

**How work in this centre compares with previous ones?**

Her major role is not as such different. But she like her previous work in Addis Ababa as she mentioned that if she works as a duty in the night she is not working in the next working day. But now (since the introduction of Business process reengineering/BPR) this is not practical. So, she do not like working in the next day if she worked in the night as she is tired and do not work effectively.

**Relations with the HEWs?**

Since the health centre is under the supervision of Shashemene town health bureau it has not relation with HEWs (who are working in rural areas). Thus, the HEWs are under the supervision of wereda health bureau. Now urban HEWs have trained and graduated but they did not start working/serving.

**Relations with Wereda. Changes? When?**

Since the health centre is under the supervision of Shashemene town health bureau it has not relation with wereda health bureau. But she stated that the town (Shashemene town) health bureau sometimes has work relation regarding common issues with wereda health bureau.

**Collaboration with customary healers?**

Through the cooperation of local institution like iddir awareness education is provided for the community to avoid using unnecessary tradition medicine. This is delivered through the out rich programme of the health centre. There is no other collaboration with customary healers.

**Work with Traditional Birth Attendants? Changes? When?**

Efforts are made to give training for Traditional Birth Attendants/TBAs by trainings organised by GO and NGOs. Since 2008 unlike the past TBAs are advised to bring women for deliver at health care centre rather then helping them to deliver and to help them only if the labour pain is severe until the woman reaches to health care centre.

**Main achievements while in the job?**

The main achievement is on curative health care service. Through the outreach programme some preventive health care is also the other achievement.

**Main current issues of concern?**

The major current concern is inequality between client/patient and manpower. More qualified health workers have taken to other as to the standard of Business process reengineering (BPR) every worker has to work every working day. But before 2008 if they have a duty in the evening they are free in the coming morning but now this is not possible. So, they mentioned that they are overburdened as more clients from the town and the neighbouring rural areas visit the HC.

### Challenges faced and attempts to overcome them?

**Adequate resources?**

There is no enough and experienced of human resource as those who have worked for many years are taken out to work in newly established health centre. Thus, most of the staff working in this HC has less experienced staff; there are also more private college fresh graduates. The presence of more private college has influenced the quality of health workers. There is also shortage of proper equipment like the Wight scale for infants.

**Packages and quotas? Graduation?**

Regarding Packages and quotasthe respondent stated that unlike rural areas it is not yet implemented but it is on process as urban HEWs have trained but did not start working. Even though the major focus of the health centre is provision of curative health care service some activities like parental, postnatal care, family planning, and other preventive health care service is provided for need clients.

**Health care support, drugs?**

Since 2008 after the implantation of health care financing and Business process reengineering (BPR) the supply of drug has improved as the health centre by itself buys drugs based on the available stock and by considering which drug is most relevant for many patients. But before that there was severe shortage of drugs since the health centre was waiting until the government assigned budget for drug, which was not adequate. Due to this reason only due that cost small were mainly available in the store. It was also not possible to buy or get drug whenever the stock become empty. Thus, the implantation of health care financing and Business process reengineering (BPR) has brought a good change with regard to availability of drugs.

However as the objective of Business process reengineering (BPR) is rendering more activities with minimal manpower it overburden health workers. This is because since its implementation more staffs are taken to other health care centres, the pre and post off has stopped. Meaning if one heath worker has a duty in the night unlike the past he/she is also has to work in the coming morning. Thus, the health workers are tired easily and they may not give proper service for clients. Thus, with regard to Health care support may be influenced by the workers work burden.

**Farmer attitudes and resistance?**

Most of the clients of the HC are coming from rural areas as there is no curative health care service in their respective kebeles. As they are traveling a long distance they complain about taking such time. Thus, the farmers’ attitude towards the HC is good. But, with regard to people from the town sometimes they resist to come to this HC as they do not want to wait for long hours as there are more clients every working day. Rather they visit private clinch. Mostly they come only for family planning service.

**Responsibilities and work load?**

As she has been working in Adult outpatient department (OPD) and she is also a team leader of Adult outpatient department (OPD), and acting head whenever the head is not available she has to be available every working day. Thus, she stated that her rresponsibilities is vast and her work load is high.

**Time use, family and social responsibilities and leisure?**

AS her work load is high she is not as such responsible for some affairs like going to mourning house, weeding and other ceremonies. But with regard to her family she stated she has less time for family affairs but her husband understands her work load and she did not face any challenge.

**Reporting system?**

All departments prepare their report. Then collector collects from the department and sends to the town health bureau. Then the health bureau evaluate by comparing with our plan. Then give them their feedback and comments to consider for future. Regarding report there is no any challenge they countered.

**Conflicts? How resolved?**

Some patients perceive that the health workers do not give good treatment. As a result, there are some who complain that they did not cure as the health workers do not give enough attention. Finally they accept the advice they get from health workers that his illness may be associated to other illness and it takes time to be cured totally.

### Satisfaction and ambitions

**Satisfaction with the job**

As she was eager while studying health officer and to help patients practically she is not satisfied. Her reason is first some patients do not consider that the health workers have given attention to them while the health workers are helping them. Second she worries that she may contaminate with patients’ blood unknowingly and she may exposed to certain illness. As a result of this she thinks to change her field of study.

**Remuneration**

The work burden is high, helping patients by itself affects their psychology, and it is risky work. But the payment is small it does not compensate what they serve. Thus, after she served for the expected service year she expects that to generate better income she may work at private clinic.

**Things you like and dislike**

She likes to be punctual in treating patients to avoid the consequence that the patients may encounter due to absence of health worker. She dislikes encountering dispute with patients, lack of enough equipment to render proper service.

**Things that could be improved**

As she indicated above as to her opinion things that could be improved includes fulfilling medical equipment, employing experienced and enough manpower to consider the work burden of health workers as the burden become high it is imaginable on how the quality of the service given influenced.

**Personal ambitions/hopes for future**

Her personal ambition is to study or pursue her education in the field of public/community health.

### Researcher observations

She is energetic to serve patients. More importantly, it seems she likes to meet the objective of her profession i.e. helping patients empathetically by putting herself in the patients/**clients shoes** (by feeling as if she is a patient). As to my knowledge this is one of the principles/ethics that guide helping professionals in treating patients or handling cases of clients

## Head Teacher

### Education and work history

**Where from**

He is from Oromiya region, Arsi - Negele wereda, Godino kebele

**Family**

His parents are also living in Oromia region, Arsi-Negele wereda, Godino kebele. He did not yet get married and have no children

**Education**

10+3 he earned diploma from Batu Global College in Shashemene last year. He took courses while was serving as a teacher. He used to learn at college on weekends. Formerly he attended one year teachers’ training and earned certificate

**Training**

He attended workshop and training in 2008 and 2009 summer time for about three weeks in Tolay. The training focused on quality of education and related aspects. In 2008 in November for 15 days he got training on Business processing reengineering (BPR) in Shashemene.

**Work experience**

Before he came to this school he had a 4 years working experience: he taught as a self-contained teacher for 3 years. Then he taught for one year in second cycle primary school (form grade 5- 8) as a social science (civics, Afan Oromo and Geography) in Bonda Kersa kebele

**Previous position**

As mentioned above he used to be a teacher.

**Why did you leave?**

He joined this school by competition to be a school principal and the salary is also more than what he used to get there.

**Time in current work**

He joined the school at the beginning of this academic year.

**How selected**

Through competition: First he applied based on the vacancy announced and interviewed. Then he took the first best achievement result.

### Doing this job: work relations

**Role of Head Teacher**

the role of head teacher include following the teaching-learning process, covering class whenever teachers are absent, collecting community contribution from kebele and give to the store house to utilise it. Every land holder contributes 7.50 birr annually for school. This money is used to cover salary for school guard and biblically hired teachers.

**Time in this School**

The school is a shift school. So, the head teacher is available on all working days.

**How work in the School compares with previous ones**

First the School was built by NGOs. Since the government takeover it recently it does not get due attention.

In the previous school he was working the school was performing better as compared with this new school

**Relations with the Teachers**

There are a total of 4 additional teachers who teach in the school. 2 in the morning shift while the rest two in the afternoon shift. He has good relation with these all teachers. Whenever they have a reason he gives them permission and he cover their class. Similarly, when he has a personal reason or meeting he gives them the key of his office and covers his responsibility. Since he joined school at the begging of this academic year their relation is like this. Meaning there is no change of relations.

**Relations with Kebele administration.**

The kebele administration collects school contribution from the community. Latter on they give to the school head so as the school will use for the intended purpose. It is also the kebele administration that selects publicly hired teachers.

**Relations with the Kebele Manager.**

The kebele manager facilitates and follows up when the community contribution is given to the school head and tries to see for what purpose the school used that money.

**Relations with PTA**

The PTA follows up on what activities the school budget is used for. They are the one who decide the amount of community school contribution and salary for public hired teachers and guard.

**Relations with Wereda.**

They report to wereda education bureau. Every school found in the wereda has a meeting biweekly basis. there are some model schools who fulfilled the criteria’s of quality education (a school that have good facility, good administration, good community participation, teachers, students and administrative persons have good behavior, and achieving good result by the majority of students). They share their experience on how they able to work better.

**Main achievements while in the job**

Fulfillment of chair and table for students and now toilet construction has started.

**Main current issues of concern**

The school lack fence. The quality of the classroom is not as such good. The teaching –learning process is not an organised one.

### Challenges faced and attempts to overcome them?

**Resources**

With regard to resources the school lacks budget to improve school facilities (class room, chair and table) and lack of budget to hire adequate teachers.

**Child attendance**

Sometimes children are absent from school, mainly on harvesting seasons.

**Child drop outs**

Some students drop out school due to different reasons. All students that are enrolled at the beginning of the year do not attend for full year. For grade zero, for instance, the number of students enrolled at the beginning of the year was about 50. But now those who are learning are about 30.

**Child discipline**

The discipline of children is good. But rather than learning they like to play with friends since they are children.

**Teacher discipline**

The teachers know the behavior of students. So, they try to treat children properly.

**Shift system**

The school is a shift school. Due to lack of classroom there is two shift. Two classes in the morning (grade 2 and 3) and two classes (grade 0 and 1) in the afternoon shift.

**Self-Contained System**

It is a self-contained system.

**Responsibilities and work load**

Unlike other teachers he is working full day since he is the one who cover if teachers are absent. He mentioned that the rule says a director can cover up to a maximum of 10 classes per week but he is teaching more than these classes due to shortage of teachers. However, he mentioned that he is not overburdened since the school is small as compared with the school he taught so far.

**Time use, family and social responsibilities, and leisure**

He mentioned that in other place residential home is arranged for teachers. Here let alone residential home there is even shortage of class room. Due to this he is living in the nearest town (Kuyera), he has no transport allowance. There is no challenge he faced in relation to time use, family and social responsibility and leisure since sometimes on Sunday he visits his parent since they are living in Arsi Negele area, which is not too far from Kuyera town.

**Reporting system**

The school report to wereda education bureau, education bureau also send them their feedback, and approve and send the resource the school requires. With this regard there is no challenge.

**Conflicts**

There is no any conflict

### Satisfaction and ambitions

**Satisfaction with the job**

He is satisfied since she was hired by competition. In addition, he expects he would get better salary as a result of being head teacher.

**Remuneration**

He is getting normal salary paid to teachers, which is 973.00 birr. But he mentioned that the strategy for head teacher says the salary is 1400.00. So, this strategy is not yet started to implement. So, it could be good if they improve the salary as planned practically.

**Things you like and dislike**

What he likes is to work, to transfer his knowledge and skills as much as he can to help students prepare best future generation. What he dislikes is to be absent from work and not to treat students properly.

**Things that could be improved**

Rather than having publicly hired teacher it will be good if government hired teacher are working. The reason is that publically hired teachers have another work responsibility (i.e. farming). Due to this sometimes they are absent from class. They do not consider the teaching as their work.

It is better if water point is constructed in the school compound since due to lack of water in the school students are using the river water, which is near to school. Students are also playing in open area, which is not prepared as a playground. So, it will be good if playground area is arranged.

In addition, the size of the school compound is 3 hectare it has a lot of space to work on it. Moreover, the school is near to river. So, it will be good if irrigation is worked on that land. This will increase the capital for the school that might be used to expand the school classroom, improve quality of the class room and fulfill other school facilities.

**Personal ambitions/hopes for future**

He aspires to upgrade his educational level. He worried getting the chance might be minimal.

### Researcher observations

He is young, energetic and seems enthusiastic about his profession.

I confirmed what he stated regarding school facilities when I observe the school.

## Teacher

### Education and work history

**Where from**

I am from Oromiya region, Western Arsi Zone, Shashemene wereda.

**Family**

My mother is living in Wotera Shegule Kebele in this wereda. I have a spouse and 4 children.

**Education**

12+1 in Shashemene in 2007.

**Training**

I have taken a short training on how to teach in classroom in 1995.

**Work experience**

From 1986 to 1991 I was serving in the military. Then after I returned from Tigray battle ground I stayed with my family. Then in 2003 I was hired as direct teacher without going through formal teacher training institute. I served in the military for 6 years.

**Previous position**

When I left the army I was a Lieutenant.

**Why did you leave?**

The EPRDF took over from Derg

**Time in current work**

3 years

**How selected**

I was selected because I had the experience of teaching.

### Doing this job: work relations

**Role of Teacher**

The role of the teacher is to teach and guide the coming generation In the proper channel. To be a model citizen in every aspect. To enable the children be self-confident and responsible citizens bring them up understanding their basic rights and social values.

**Time in this School**

Two years.

**How work in the School compares with previous ones**

The school is new and was opened last year. It lacks teaching materials, school materials (desk, black board ) and human resources. It has to be strengthened.

**Relations with the head Teachers and other teachers**

I have good relations with the head teacher and other teachers.

**Relations with Kebele administration**

I have good relations with kebele administration.

**Relations with the Kebele Manager**

My relations with the kebele manager is smooth.

**Relations with PTA**

I have smooth relations with PTA since I came here.

**Relations with Wereda.**

I don’t have much relations with the wereda.

**Main achievements while in the job**

What I consider as my main achievements are that students are attracted to my English class and try to work hard.

**Main current issues of concern**

That the school have education materials, and teachers.

### Challenges faced and attempts to overcome them?

**Resources**

There is no adequate resources.

**Child attendance**

Children attend classes normally unless they are force by their parents to be absent.

**Child drop outs**

Children drop out has decreased a lot.

**Child discipline**

The discipline of the children is good.

**Shift system**

Because the teaching rooms are only two we use the shift system.

**Self-Contained System**

It is self-contained system

**Responsibilities and work load**

My responsibilities and work load are fare.

**Time use, family and social responsibilities and leisure**

I use my extra time for my family and social responsibilities. There is no much leisure as I do farm work in my spare time to improve my livelihood.

**Reporting system**

I report to the head teacher.

**Conflicts How resolved**

I had no conflict in the school or outside.

### Satisfaction and ambitions

**Satisfaction with the job**

I am satisfied with the job.

**Remuneration**

I am paid.

**Things you like and dislike**

Things I like are that the students are innocent and eager to learn and explore. What I dislike are unnecessary conflicts and forgetting ones responsibilities.

**Things that could be improved**

The school building (adding of classrooms). Have electricity so that we can teach the farmers instead of being idle. That the teaching materials are fulfilled.

**Personal ambitions/hopes for future**

To pursue my education and become master teacher.

### Researcher observations

Highly thoughtful, fresh remembrance, confident, and excellent listener. A model teacher.