# Interviews with key development actors in Yetmen sub-kebele, Felege Selam kebele, Enemay wereda, East Gojjam, Amhara

[Kebele chair – in prison 2](#_Toc439698937)

[Former Kebele chair 2](#_Toc439698938)

[Education and work history 2](#_Toc439698939)

[Doing this job: work relations 2](#_Toc439698940)

[Challenges faced and attempts to overcome them? 3](#_Toc439698941)

[Satisfaction and ambitions 4](#_Toc439698942)

[Kebele Vice Chair 4](#_Toc439698943)

[Education and work history 4](#_Toc439698944)

[Doing this job: work relations 4](#_Toc439698945)

[Challenges faced and attempts to overcome them? 5](#_Toc439698946)

[Satisfaction and ambitions 6](#_Toc439698947)

[Kebele Manager 7](#_Toc439698948)

[Education and work history 7](#_Toc439698949)

[Doing this job: work relations 7](#_Toc439698950)

[Challenges faced and attempts to overcome them? 8](#_Toc439698951)

[Satisfaction and ambitions 9](#_Toc439698952)

[Wereda Councillor Male – not available for interview 9](#_Toc439698953)

[Wereda Councillor Female 9](#_Toc439698954)

[Education and work history 9](#_Toc439698955)

[Doing this job: work relations 10](#_Toc439698956)

[Challenges faced and attempts to overcome them? 10](#_Toc439698957)

[Satisfaction and ambitions 11](#_Toc439698958)

[Researcher observations 11](#_Toc439698959)

[Head Women’s Association – no interview 11](#_Toc439698960)

[Head Youth Association 11](#_Toc439698961)

[Education and work history 11](#_Toc439698962)

[Doing this job: work relations 12](#_Toc439698963)

[Challenges faced and attempts to overcome them? 12](#_Toc439698964)

[Satisfaction and ambitions 13](#_Toc439698965)

[Development Adviser: Crops 13](#_Toc439698966)

[Education and work history 13](#_Toc439698967)

[Doing this job: work relations 14](#_Toc439698968)

[Challenges faced and attempts to overcome them? 15](#_Toc439698969)

[Satisfaction and ambitions 15](#_Toc439698970)

[Researcher observations 16](#_Toc439698971)

[Veterinarian 16](#_Toc439698972)

[Education and work history 16](#_Toc439698973)

[Doing this job: work relations 16](#_Toc439698974)

[Challenges faced and attempts to overcome them? 17](#_Toc439698975)

[Satisfaction and ambitions 18](#_Toc439698976)

[Development Adviser: Natural Resources 18](#_Toc439698977)

[Education and work history 18](#_Toc439698978)

[Doing this job: work relations 18](#_Toc439698979)

[Challenges faced and attempts to overcome them? 19](#_Toc439698980)

[Satisfaction and ambitions 20](#_Toc439698981)

[Head, Farmers Training Centre – not functional 21](#_Toc439698982)

[Health Extension worker 21](#_Toc439698983)

[Education and work history 21](#_Toc439698984)

[Doing this job: work relations 21](#_Toc439698985)

[Challenges faced and attempts to overcome them? 22](#_Toc439698986)

[Satisfaction and ambitions 22](#_Toc439698987)

[Researcher observations 23](#_Toc439698988)

[Health Promoter 23](#_Toc439698989)

[Education and work history 23](#_Toc439698990)

[Doing this job: work relations 23](#_Toc439698991)

[Challenges faced and attempts to overcome them? 24](#_Toc439698992)

[Satisfaction and ambitions 24](#_Toc439698993)

[Researcher observations 25](#_Toc439698994)

[Health Centre Head 25](#_Toc439698995)

[Education and work history 25](#_Toc439698996)

[Doing this job: work relations 25](#_Toc439698997)

[Challenges faced and attempts to overcome them? 26](#_Toc439698998)

[Satisfaction and ambitions 27](#_Toc439698999)

[Head Teacher 27](#_Toc439699000)

[Education and work history 27](#_Toc439699001)

[Doing this job: work relations 27](#_Toc439699002)

[Challenges faced and attempts to overcome them? 28](#_Toc439699003)

[Satisfaction and ambitions 29](#_Toc439699004)

[Teacher 29](#_Toc439699005)

[Education and work history 29](#_Toc439699006)

[Doing this job: work relations 30](#_Toc439699007)

[Challenges faced and attempts to overcome them? 30](#_Toc439699008)

[Satisfaction and ambitions 31](#_Toc439699009)

[Researcher observations 31](#_Toc439699010)

## Kebele chair – in prison

## Former Kebele chair

### Education and work history

**Education**

Grade four, educated and completed in the same kebele, Zebch Got 1963-68, then continued attending religious education and completed training as a priest.

**Training**

Attended a 10 day orientation about EPRDF policy on development and good governance.

**Work experience**

Worked for two and half years as the kebele chairman(2006-2008)

**Previous position**

NONE

**Reason for leaving**

He insisted that another chairman was elected in 2008, because he was tired of the job and the wereda didn’t want him either.

**Time in current work**

NONE

**How (s)elected**

He was elected as chairman through voting in a general meeting

### Doing this job: work relations

**Former and current role of chair**

He insisted that there wasn’t any related role change

**Relations with Cabinet**

He insisted their relations remained the same because the chairman similarly coordinate their activities, supervised and evaluated the performance of each cabinet, now as before; the only difference he pointed out was that during his term there were 7 elected farmer cabinets, but the current cabinets consisted only 5 farmers and 3 government worker representatives (1 DA, 1HEW, and the school director)

**Relations with kebele manager**

He indicated that the manager used to evaluate, compile activities done by the cabinets and send reports to the wereda, and the chairman supervised and evaluated the manager’s performances and his availability on duty. He said this relationship continues now as before.

**Relations with kebele Councillors**

He reported the chairman was required to prepare and submit monthly/6 month performance reports to be evaluated in the council’s meetings. He thought there weren't any related change.

**Relations with extension workers**

He argued that in his time the work relationship with DAs was loose in that the DAs independently carry out their duties with the farmers, and the chairman cooperates with them in mobilising the community, but doesn't supervise them/take action if they stay around or not. He insisted that now the chairman supervises them to see whether each was regularly on duty and performing as required and would report any wrong doing to the wereda

**Relations with customary institutions**

He used to call the help of elders, priests, and Desh leaders in persuading the community to participate in development activities and against harmful practices.

**Relations with wereda**

He thought all relations with the wereda remained the same as before

**Main achievements while in the job**

He reported the construction of additional class rooms and up grading of Zebch school to grade 8, construction of the bridge between Yetmen/Zebch, digging of the biggest pond, and electricity were very important achievements obtained during his term

**Main current issues of concern**

He said peoples cooperation to the Kebele leadership was very low and development work through community mobilisation has become difficult and would be impossible due to the absence of fines.

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

He reported that there was 200birr/month being paid to Kebele chairperson and so that he was working full time and effectively

**Package system and quotas**

He said they used to prepare plan what they would do in the year and send it to the Wereda for approval then implement.

**Mobilisation**

He indicated that it was possible in his time to mobilise the community for the construction of the FTC, feeder roads, digging ponds, and terracing activities.

**Credit and debt**

NONE

**Attitudes and resistance to change**

He insisted that peoples attitude towards development interventions; he said that before people resisted the construction of clinics, schools fearing it will take their land , but now they understood the benefits

**Responsibilities and work load**

He said he had a very high load of work because the Gots were wider to cover

**Reporting system**

He reported that he was directly reporting to the Wereda administration monthly or sometimes every two weeks about activities carried out and problems encountered.

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

He said he used to deal with personal/family things on holly/saints days as well as Saturday and Sundays

**Conflicts**

He indicated that he frequently entered in to bad social relationships with people in his attempt to reclaim communal land pushed by individuals; he reported he took such cases to the social court who fined and decided against them to return the land

### Satisfaction and ambitions

**Satisfaction with the job**

He said he was satisfied by all he had done for the kebele as a chairman

**Remuneration**

He said the 200birr salary he received was a good incentive for him to work full time because he could employ daily labourers to harvest his crops

**Things you like about the work**

He insisted he liked all what he worked for the benefit of the kebele people

**Things you dislike about the work**

He insisted that he had to enter in to conflicts with individuals when he tried to implement government policies

**Things that could be improved**

NA

**Personal ambitions/hopes for future**

He wished he would be able to help his children complete their education and get work; he planned to produce twice and more in order to achieve this

## Kebele Vice Chair

Male 48

### Education and work history

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

He completing Meserete-timhrit (basic education) and he was promoted to grade 3 in Yetmen school (1978) and dropped out after completing grade 5 in 1980.

**Training: courses, workshops**

Received 14 days leadership/political training (2006), 10 days in 2008, and 5 days in 2009 (all in Bichena town)

**Work experience**

Total of 4 years of work experience in leadership, as economy and rural development head for one year until he was elected as vice kebele administrator in 2008

**Previous position**

Head of the kebele economy and rural development cabinet post

**Why did you leave**

He was re-elected as kebele vice chairman

**Time in current work**

About 3 years (2008-2010)

**How (s)elected. When**

Re-elected in 2008

### Doing this job: work relations

**Current role of vice-chair**

He insisted that the role of vice chair mainly includes everything a secretary would do, ensuring minutes, files and all other documents are organised and kept. In addition, he is responsible for information and public relations activities, and in the Yetmen case he acts as an administrator for the Got he resides in (so also the chairman for his Got)

**Relations with chair**

In the absence of the Kebele chairman, the vice will do all what the chairman would do.

**Relations with Cabinet.**

He reported that himself as a cabinet member and all other cabinets equally participate in cabinet collective decision making meetings in which they evaluate the performances of each other’s implementation.

**Relations with kebele manager.**

The manager records cabinet meeting minutes, and receive complains from individuals or groups which he submits to the administrator vice chairman for decision; the chair/vice chair will decide or call cabinet meetings for collective decision.

**Relations with kebele Councillors**

The kebele council has been involved in over sight activities regarding the performances of the cabinet. He said that on behalf of the community the council was reported used to monitor and evaluate what has/not been carried out by the kebele administration and could remove cabinets from office if they failed to implement according to the plan. He said that himself and all other cabinets being members of the kebele council they also participate in the council meetings and the decision making process.

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

He indicated that his relationship with the representatives of DAs and HEWs in the kebele leadership was on equal footing because they too were members of the cabinet, but as administrator of his Got, he would supervise/monitor their activities in Got.

**Relations with customary institutions**

He reported that as vice chair he didn’t have direct relationship regularly occurring. But he pointed out that following the introduction of good governance peoples participation declined and it became very difficult to carry out community development activities based on Wereda officials’ recommendation, the kebele leadership tried to use Iddirs to mobilise the people for community work . But they used this only for one year until Wereda ordered them to stop involving Iddir in any community mobilisation activity other than its funeral related purposes. This was because the officials insisted that Yetmen Deshs were particularly found to have mobilised the community for a violent resistance against the school construction, and Iddirs in general were being involved in mobilising people against government/party policies and became instruments of opposition parties.

**Relations with wereda.**

He reported that formerly their relationship with Wereda was through reports they send and orders officials give back to the kebele, but since 2009 assigned Wereda cabinets physically monitor the kebele performance visiting them every week.

**Main achievements while in the job**

He said he was successful in collecting taxes for 2009.

**Main current issues of concern**

He pointed out that in view of democracy/good governance officials told them to implement all policies by convincing people to participate, but it was practically impossible to convince the community.

### Challenges faced and attempts to overcome them?

**Adequacy of resource**

Shortage of budget to run office work activities, including for stationeries was mentioned as a problem

**Package system and quotas**

He reported that they have yearly plans for all activities to be carried out in each sector- health, education, agriculture, and natural resource conservation.

**Mobilisation**

He indicated the kebele has planned activities to be implemented through community labour; he pointed out that gully treatment/terracing and tree planting were among the major planned activities to be implemented through community mobilisation, but feared it would be too difficult for them to implement this as the community has already stopped participating in community work; expects fewer people to cooperate for any mobilisation.

**Credit and debt**

Collecting of credit repayments was a main problem they used to face, but the problem was reported to have/will decrease since fertiliser credit was removed (2001).

**Attitudes and resistance to change**

He insisted that people’s attitude has very much improved towards development packages/activities, which can give benefit to individuals, but very negative to community development activities. He argued that people’s perception of the government’s ability to ensure security and effective administration has changed to the worse after the introduction of good governance; the majority of people believed the government was weakened it was not in a position to enforce the law so that they don’t respect/looked down the officials and directly challenge them over anything. He pointed out that especially their resistance against the implementation of development projects that take communal land was strong.

**Responsibilities and work load**

He reported to have a very high workload being responsible for all the kebele secretarial/documentation activities, information/public relations wok as well as for the Got administration and tax collection, for the Got and kebele party activities. He said that due to all this he would like to leave office and work for his family improvement, but stayed fearing officials could harm him if he refused to serve.

**Reporting system**

The manager need to prepare weekly and monthly reports prepared and sent to wereda after the chairman/vice signed. He said he himself prepares the Got weekly report and give to the manager to include it in the kebele general report.

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

He said he has to go to office regularly on Sundays and he will have to deal with any kebele work any time in all other days, but he would inform the administration and go to deal with personal things instead. He insisted he never used the holy/saints days just only for own activities/ rest

**Conflicts**

He stressed that they (leaders) have been suffering being sandwiched between `two fires’, Wereda officials from above and the community here. He indicated that the Wereda orders them to do this or that and if they couldn’t do so government would suspect them of other motives, and the people would directly confront them resisting implementation.

### Satisfaction and ambitions

**Satisfaction with the job**

He said he hasn’t any satisfaction in the job, but it was rather harming his household development

**Remuneration**

Haven’t any related remuneration

**Things you like about the work**

He said the trainings he received about leadership and development packages were beneficial for his personal life.

**Things you dislike about the work**

The most he disliked was the fact that all the various wereda offices used to give orders at the same time for implement; Wereda agriculture, the party, the administration, the land desk, and other offices could tell you to gather the community or committees on the same day. He said all this was burdensome for them to bear and argued it was not all attractive for anyone to aspire for the job.

**Things that could be improved**

He recommended that all the different sector workers (DAS, HEWS) could well manage most of the kebele work while the manager can deal with the coordinating activity so that the other non-paid farmer cabinets/leaders should not be involved fully in the implementation of the Kebele work plan.

**Personal ambitions/hopes for future**

He plans to raise his smaller children well and educate them even in private schools /colleges, apply all technology and improve production in order to increase his household standard of life.

## Kebele Manager

Male 28

### Education and work history

**Where from Region, wereda, this kebele**

He was from Bichena town, Enemay

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

His parents live there in Bichena

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

Completed grade 10 in Bichena, completed a 3 years training from Debre Marqos teachers college.

**Training: courses, workshops When, where**

Only a one day orientation about the job before he started working (2010)

**Work experience**

He didn't have any work experience before becoming employed as kebele manager

**Previous position**

NONE

**Why did you leave**

NONE

**Time in current work**

4 months (November-February, 2009/10)

**How selected. When**

In response to a wereda advertisement posted on the notice boards, he applied and was selected for the job

**Training for the job**

One day orientation

### Doing this job: work relations

**Role of kebele manager**

Provides support to all the kebele work activities and to the sector workers and specifically deals with sending, receiving, and distributing/filling of letters. He records minutes for all cabinet and public meetings and participates in discussions without vote. He needs to open the office regularly and provide services.

**Relations with kebele chair**

He receives complaints and other issues brought to the office and submits them to the chairman on Sundays when he is available in the office. He indicated that they need to work in cooperation, but the chairman has the power of supervising and monitoring his performance.

**Relations with kebele Cabinet.**

He provides support in monitoring the implementation of the cabinet decisions, he collects weekly performance reports from each cabinet.

**Relations with kebele Councillors**

NONE

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

He collects weekly performance reports concerning activities in the respective sectors to incorporate them in the kebele report he prepares and sends to wereda; he takes identified implementation problems faced to the administration for a decision. Each DA prepares weekly, monthly, and yearly plan implementation schedules and submits them to the DA supervisor, who in turn submits copies to the kebele. Based on their work plan obtained, the kebele manager monitors and evaluates weekly the implementation performances, comparing activities done with what they had planned to do

**Relations with customary institutions**

NONE

**Relations with wereda.**

He indicated that he was employed and is paid by the Wereda administration, and he need to prepares and send the kebele monthly reports to wereda administrator. He reported that formerly the Wereda didn’t usually respond to the kebele monthly report, but since 2001 Wereda sends feed back to the kebeles performance reports and the Wereda cabinet monthly evaluation result concerning each Keble’s performance/implementation status

**Main achievements while in the job**

He insisted the main achievement in his short time service was that he could help the people by being available in the office daily to receive their complaints.

**Main current issues of concern**

None

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

YES

**Living conditions**

He reported that he didn’t face any serious problem of living condition because he works in the Kebele living in the town .

**Package system and quotas**

He reported that they have yearly work plan for all activities in each sector, and the implementation is expected to be more than planed if possible or should meet the planned quota.

**Mobilisation**

He works in coordination with each sector’s workers(DAs, HEWs, school director)in mobilising the community for the implementation of activities in the respective fields.

**Credit and debt**

NONE

**Attitudes and resistance to change**

He reported that the community doesn’t accept things easily, and indicated for example that although they very well knew paying land tax was an obligation to all that cannot be avoided, most of them would always try to delay once or more times and pay only after being threatened of imprisonment or fines. He pointed out that many farmers who were requested to pay 1 birr for ant- external parasite treatment of their animals resisted to pay, because it was previewing given for free so that they suspected it was rather a new tax being introduced

**Responsibilities and work load**

He said he didn’t have workload, he regularly stays in the office and receive complains brought, and record them in the given complaint forms and submit to the administrator/cabinet meetings weekly on Sundays. He said he would resolve some issues if he could, for example referring them to the police if there were interpersonal conflict/fight cases to be dealt with immediately.

**Reporting system, complaints, forms**

He gathers weekly implementation performance from all sectors compare this with the respective work plans and submit the monthly report to the Kebele administrator for evaluation in the cabinets meetings.

**Relations between Wereda and Kebele**

Since 2009 the wereda administration officials used to come any time unexpected and evaluate the kebele leader ship performances and give directives.

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

Friday and Saturday have been his only full rest days when he could deal with personal activities.

**Conflicts**

Never faced conflicts

### Satisfaction and ambitions

**Satisfaction with the job**

He insisted to have no satisfaction in the job mainly because the work was not directly related to his training as a teacher, also complained that he has to deal with multiple activities in all sectors while being paid very low (810birr) less than he could have obtained as a teacher (842 birr) he also complained of being denied further education opportunities, even to continue distance/ extension learning on own cost, and was prevented from competing for other external/internal vacancies.

**Remuneration**

He reported there was no extra remuneration for him (810 birr salary) and ever since the Kebele leaders don’t get incentives they don’t give immediate decisions for urgent issues he brought them by working in the field and office.

**Things you like about the work**

He insisted there was nothing he liked since he was forced to deal with work activities that would not help anything to improve his knowledge in the field he was trained.

**Things you dislike about the work**

Of things he disliked was the

court orders sent for them to enforce the decisions with in one or two days and report back. He indicated that the Wereda court could order the Kebele to demolish houses and divide the roofed iron sheets between wives and husbands or give over to ACSI in compensation to credit repayment failure. He expressed his fears that this would one day cause him trouble from people

**Things that could be improved**

he recommended that the leaders either should be given some incentives or they should be changed in every short period of time without waiting until their term of service ends, or should be allowed to leave when one feels tired and request for.

**Personal ambitions/hopes for future**

He wished to upgrade his education in his field and change another better job

## Wereda Councillor Male – not available for interview

We couldn’t approach him since he permanently lives and work in the wereda town Bichena; while living in Bichena he came and registered to be elected in Yetmen, he was not practically involved in the kebele’s day to day implementation efforts.

## Wereda Councillor Female

### Education and work history

**Education**

The respondent learnt up to 9th grade and dropped out of school to marry because her husband could not let her learn after they got married. She completed 1-8th grades in Yetmen Elementary school, 9th grade at Bichena and she stopped schooling in 1994.

**Training: courses, workshops**

She got five days training on family planning at Zebch in 2000.

She got twenty five days training on family planning at Bichena in 2003.

She got three days training on maternal and child health at Bichena in 2008.

**Work experience**

Distributer of condom and pills door to door since 2000, up to the present day.

As health promoter from 2006-2008.

Currently she is the wereda councillor

**Previous position**

Health promoter

**Why did you leave**

Because someone else replaced her in her position for a reason she does not know. She said that the health extension workers dismissed her and replaced her by a relative who cannot even read and write well. The community elected her but then dismissed her. She said that she still works in distributing condom and pills by bringing them from the wereda.

**Time in current work**

She goes to the kebele whenever they call her, she works every Sunday and every 29th and 25th of each month.

**How (s)elected. When**

She does not know if she was elected or selected. She was simply called at that time she gave birth and did not go.

**Training for the work**

Her friends like her took 15 days training at Bichena. It was about development and she missed that because it was soon after she gave birth. She took training on development in 2010 in Bichena.

### Doing this job: work relations

**Role of wereda Councillor**

She started to work as wereda council in 2008 and there is no change. She raises certain issues that need solutions at wereda level.

**Relations with kebele chair**

She had a close work relationship with the kebele chair before his imprisonment.

**Relations with Cabinet.**

.She works with the kebele cabinet whenever she has something to do. There has been no change so far.

**Relations with kebele manager.**

In the past she had weekly meetings every Sunday but they did not call her after someone died and the chair person was imprisoned.

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

The respondent does not have work relations with DAs. She does not have good relations with one of the health extension worker working for Yemrit sub kebele. The respondent said that she does not know the reason why, but the health extension worker does not have a good attitude towards her. Once when the council sent people to get injections for contraceptives the health extension worker refused to give them the injection saying that they did not dig latrines. The respondent said that she refused to give her the contraceptive injection just because she does not have good attitude to her. Because of this the respondent gave birth out of her plan.

She is in the school committee and she goes door to door to bring students when they are absent from school.

**Relations with customary institutions**

None

**Relations with wereda.**

Good relation and similar relation.

**Relations with other Councillors**

The respondent does not clearly know the presence of other councillors, even she considers herself not as a wereda councillor but as a worker related to health because of her previous work.

**Main achievements while in the job**

Informing the wereda that women had been denied contraceptives for not digging latrines, and this has now been resolved.

**What issues of concern to the kebele have you raised at wereda level Result**

The above mentioned one woman had been denied contraceptives for not digging latrines so she raised this to the wereda and the problem is solved.

### 

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

Yes

**Attitudes and resistance to change**

With regard to health family planning there is a good attitude

**Responsibilities and work load**

Her work is sparse she does not have a work load.

**Wereda responsiveness**

The wereda do not usually give a solution. There is a problem of undermining issues that they do not think are serious.

**Community involvement**

There is good involvement

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

NA

**Conflicts How resolved**

None

### Satisfaction and ambitions

**Satisfaction with the job**

She is happy with what she does.

**Things you like about the work**

There is knowledge and important lessons about health, agriculture and it creates good communication with people.

**Things you dislike about the work**

There is no response when you raise issues at the wereda.

**Things that could be improved**

Health extension work is not done well in the sub kebele. She lives in Yemrit but the health extension worker in Yemrit does not work well,

**Personal ambitions/hopes for future**

If school is opened here she would like to continue schooling and change herself.

### Researcher observations

Due to her experience as a health promoter and other experience related to family planning methods and provision she does not seem to know exactly that she is a wereda councillor. When I asked her about her work she kept telling me about family planning and health extension package. In between I called the vice chairperson to see if she is the wereda councillor and he confirmed that she is.

## Head Women’s Association – no interview

## Head Youth Association

Male 22

### Education and work history

**Education**

Attended elementary school in the kebele and completed grade 10 in Bichena (2005)

**Training: courses, workshops**

NONE

**Work experience**

He has been serving as youth association chairman for the last 5 years (2005-2010)

**Previous position**

NONE

**Why did you leave**

NONE

**Time in current work**

About 5 years

**How (s)elected. When**

Elected in 2005through the member's general meeting

### Doing this job: work relations

**Current role of youth association head**

Coordinate members participation in development activities, lead monthly members general meetings.

**Relations with kebele chairman**

He reported that they cooperate with each other in doing things, such as when there is development work or general meetings the kebele administrator informs him to mobilise the youth for participation. As chairman of the association, he sends reports to the kebele administrator about all development activities carried out through members’ collective labor.

**Relations with Cabinet.**

He insisted that by representing the youth he works with the cabinets in the coordination of all development activities. No reported change in this regard

**Relations with kebele manager.**

He insisted that his relation with the manager was in terms of working together in the coordination of development activities and in that the manager collects work reports on development activities carried out through youth mobilisation

**Relations with kebele Councillors Changes**

NONE; he said they haven’t any organisational relationship in terms of reporting or working together

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

He insisted that he has a very strong and regular relationship with these sector workers in that he mobilises/coordinates the youth for the Das and HEWs when they have programmes to educate the community about development packages and also when they have terracing, tree planting, gully check dam work campaigns. He also works with teachers to prevent students from dropping out and to reduce absenteeism.

**Relations with women’s association**

NONE

**Relations with social court Changes**

NONE

**Relations with customary institutions**

He said that sometimes in 2000/1 they had approached elders to help them in convincing the community to provide land to the youth, but the community didn’t agree

**Relations within the youth association**

He indicated that most of the members don’t know the leadership or each other and only he and a few other leaders have been coordinating activities. He said most of the members have almost stopped responding to the leadership

**Main achievements while in the job**

He insisted that the formation of 9 youth development groups was the main achievement and he felt proud of having accomplished this

**Main current issues of concern**

Lack of land access for the youth to start group agricultural development projects was described as the major problem; he argued this has resulted in a very serious decline of members participation.

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

He reported that the main challenges for the organised youth were lack of land for irrigation, credit to start poultry, fattening, or dairy development activities.

**Mobilisation**

He indicated that previously the youth were actively participating in community labour contribution and in attending meetings, but now he couldn’t mobilise except very few youth for any development activity; he said commonly he used members of the youth group he belonged for any mobilisation.

**Credit and debt**

NONE

**Attitudes and resistance to change**

He reported that the youth was very much interested to participate in development programmes.

**Responsibilities and work load**

He insisted he had very much workload as chairman of both the youth league (party supporters) and the youth association(whole youth).

**Kebele not taking the association seriously**

He said the Kebele administration has been giving them an all rounded support, providing office and materials for the association, and in persuading the community to provide land for youth groups.

**Reporting system**

He reported that they used to prepare and send weekly reports to the Wereda youth association, and Wereda send them forms and guidelines, but usually they didn’t send any feedback for the reports.

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

He insisted that he deals with the association work on holydays and the rest own activities

**Conflicts How resolved**

NONE

### Satisfaction and ambitions

**Satisfaction with the work**

He insisted that he was very much satisfied with the work even though he hadn’t any benefit obtained from it.

**Remuneration**

NONE

**Things you like about the work**

He reported that organising the youth in to development associations to create employment was the most he liked about the work

**Things you dislike about the work**

He insisted there was nothing he disliked

**Things that could be improved**

He pointed out that the government should keep its promise and provide land and credit for the organised youth in order to revive the declining participation in the association

**Personal ambitions/hopes for future**

He said he wish to see all the youth in the Kebele could be involved in group agriculture and business development activities.

## Development Adviser: Crops

### Education and work history

**Where from, this kebele**

The respondent is from Yetmen. Her family are in Yetmen.

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

Her family are in Yetmen. She is not married and she has no children.

**Education.**

She completed 1st-8th grade in Yetmen elementary school, 9th and 10th grades at Bichena and she completed her education in 2006.

**Training: courses, workshops**

Five days training on gender at Bichena in2009.

One day training on spraying sheep to prevent insects on sheep bodies which she took in Bichena in 2010.

**Work experience**

She has worked as a DA for the last 8 months.

**Previous position**

She is working as DA and in women's association

**Why did you leave**

Still working in both.

**Time in current work**

She usually works for seven day, the whole week, six hours per day. There are also cases where she works the whole day.

**How selected for job**

She passed strong competition with there being 3000 people who applied for 12 DA positions

### Doing this job: work relations

**Changes in role of DA**

It has been 8 months since she started the job and there has been no change since then.

**Time in this kebele**

She spends four days per week in Yetmen sub kebele. She is mainly assigned to work in Yetmen.

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

She just started to work in Yetmen.

**Relations with the kebele administration.**

There are meetings with kebele leaders. They discuss the challenges they face in their work. They also discuss these with lower structure leaders called ‘got’ (sub kebele) leaders. There is no change, still the same.

**Relations with the kebele manager.**

The relation with the kebele manager is also the same. The kebele manager also attends meetings that are made up of kebele leaders. There is no change in the relationship with the kebele.

**Relations with other DAs.**

She works together with other DAs. They shared the places in the kebele and work based on the assigned places. There are three sub kebeles in Felege Selam kebele namely, Yetmen, Yemrit and Zebch. The respondent was assigned to work in Yetmen. There is monitoring but it is not practised much because the DAs live in different sub kebeles. The respondent has decided to live in Zebch where one of the professional DA lives and where the office is located. She has good relations with the other DAs working with her and there has been no change since she started to work as DA.

**Relations with wereda.**

The wereda come to the DAs to make visits. There are people in the wereda who are assigned to work in the kebele. The people from the wereda come and give DAs technical support. They frequently come, one trip someone comes and the other time someone else assigned for the kebele comes.

**Work with model farmers**

The DA works with model farmers, particularly those in leadership positions. When a new kind of intervention comes it is practised first with people in the kebele or other people in similar leadership positions. As a result of their involvement in many new technologies these people becomes models and the DA works with models in order to show the importance of new interventions to the people. Farmers do not easily accept what they are told to do or what they are given but they do after they see the benefit it has on others.

**Main achievements while in the job**

In Yetmen, the sub kebele where she is assigned, many people use improved teff seeds and this is registered in the sub kebele where she works but not has been done in other sub-kebeles. The outcome is a result of her endeavors to convince the community to use improved seeds of teff.

**Main current issues of concern**

People do not come when they are invited for meetings. They say ‘it is our democratic right not to come’. They do not come even when experts from the wereda offices come. This situation makes it difficult to gather the community and give lessons and change the community.

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

There is not adequate housing and offices for DAs.

**Package system and quotas**

She mainly works with a crop DA but since the DAs shared the work based on place she also works within every package in the agricultural extension programme.

**Improved seeds**

NA

**Use of fertiliser**

People use fertiliser.

**Credit and debt**

In the past fertiliser used to be given in credit but now it is with cash.

**Farmer attitudes and resistance**

Farmers do not accept new things easily. They use new technology or whatever after the see that many people are changed as a result. They fear they may lose their resource while trying new thing they did not know before.

**Responsibilities and work load**

The respondent gives information on new things, registers information about what is going on for different farmers, about their production (amount and type). She gives advice on irrigation, animal fattening, gives training on natural resources and spraying on sheep to prevent insects. She has a work load and she is fully engaged in her agricultural extension work.

**Reporting system**

She gives reports weekly to the DA who coordinates the DAs in the kebele.

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

She is expected to have a break at the weekends but there are meetings and other things when the respondent is called unexpectedly. When she plans to have time with her family the office calls her. She said that the job is not comfortable. She does not have enough time for her family and other social responsibilities. For women who have a husband and children, agricultural extension work makes life difficult and it causes separation or divorce. If people are absent for a single day they cut a day’s payment from the salary.

**Conflicts How resolved**

None

### Satisfaction and ambitions

**Satisfaction with the job**

She is busy but she is satisfied with her job.

**Remuneration**

Five hundred birr (500) per month.

**Things you like and dislike**

She likes working on irrigation. She feels happy when she sees what people sow are growing well under irrigation. She dislikes continuous meetings.

**Things that could be improved**

It would be good if their office was made in their respective sub kebeles, for her this would be in Yetmen.

The meetings are too much. Many people in the leadership are bored with the meetings. She said that there is no development made from meetings but just with work.

**Personal ambitions/hopes for future**

She wants to join training at diploma level on teaching or accounting. She does not want to work in the area of agriculture.

### Researcher observations

The respondent is not knowledgeable in areas she is not working.

## Veterinarian

### Education and work history

**Where from, this kebele**

He was from other kebele in the same wereda

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

He is married with one baby child; his wife and child live in Bichena town.

**Education.**

Completed grade 12 in 1998 from Bichena high school. He has also received a diploma in veterinary in 2007 from Alagei TVET college.

**Training: courses, workshops**

Have attended short term trainings in general agriculture held in Debre Marqos, 2009 and 2010

**Work experience**

He reported to have about 10 years of work experience; worked as a DA for 6 years until he left in 2005 for attending college education in Alagei and has been working for about 4 years as veterinarian.

**Previous position**

DA

**Why did you leave**

For educational upgrading

**Time in current work**

About 4 years, since he was reassigned in this kebele

**How selected for job**

Reassigned according to his newly acquired qualification

### Doing this job: work relations

**Changes in role of DA**

He insisted that there weren't any significant role changes except that since 2000 one DA representative has been assigned as the kebele economy and rural development cabinet head

**Time in this kebele**

About 4 years

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

He described his previous work as a DA in the other kebele as being very difficult in that he was involved in educating farmers about development packages and facing community resistance/low cooperation. But now his work as a veterinarian is good in that farmers are well aware of the importance of animal health services, and he could see the immediate results of his activities compared to his work results as a DA

**Relations with the kebele administration.**

He used to request the administration for community mobilisation for animal vaccination and treatment programmes, and he works in consultation with them to make requests to the wereda for veterinary equipment, vaccines, drugs needed.

**Relations with the kebele manager.**

He pointed that his relation with the manager was mainly in terms of report preparation and presentation, the manager used to collect weekly implementations regarding activities related to animal health treatment and veterinary services

**Relations with other DAs.**

He used to work in coordination with each of the other DAs when there were timely activities to be carried out through mobilisation in the respective sectors.

**Relations with wereda.**

He receives his salary directly from Wereda agriculture and rural development office, but directly report to the local DAs supervisor

**Work with model farmers**

He use model farmers to be the first to vaccinate their animals, when new vaccination programme was introduced or if there was animal diseases out break out occurs.

**Main achievements while in the job**

He insisted that he was able to provide veterinary services every year fulfilling the proposed work plan, especially of vaccinations

**Main current issues of concern**

He pointed out that since most of the animal health problems were related to poor nutrition, making them vulnerable to disease. He said the misperception among farmers that a vaccination given against a definite animal disease could prevent them from many other diseases or it would serve for life time was a problem. The other concern he raised was that farmers have very high demand of veterinary services but government gave very little attention to animal health compared to extension activities in the other sectors.

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

Lack of refrigerator for live vaccines and shortage of drugs were mentioned as main problems

**Package system and quotas**

They had yearly work plans and mentioned for example that 15,989 animals were to be vaccinated in the Kebele

**Improved breeds**

He reported that people have been increasingly involved in raising improved animal breeds using AI and mainly through bull Insemination

**Veterinary support, drugs**

He complained that the Wereda didn’t give them enough support in terms of drugs and equipment, and budget allocation

**Beehives**

He reported that there were few farmers involved in beekeeping using modern/transitional hives, but there were many beekeepers who used traditional hives. He indicated that sometimes there was no or little honey produced in some years due to absence of bee forages when high pesticide was applied.

**Credit and debt**

NONE

**Farmer attitudes and resistance**

They understood the benefits of animal health treatment and vaccination, but they couldn’t easily accept advises to produce animal forages to overcome the problem of animal feed shortage.

**Responsibilities and work load**

He was mainly responsible to ensuring veterinary services as both coordinator of the office activities and veterinarian treating animals in the field. He complained that he had to deal with all activities, prescribe/deliver drugs, receive payments, and give mobile treat and at the clinic.

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

He insisted that he was dealing with personal things only on Sundays and Saturdays

**Reporting system**

He said he used to prepare and weekly reports directly to Wereda regarding animal health related activities and problems.

**Conflicts**

NONE

### Satisfaction and ambitions

**Satisfaction with the job**

He argued that he was satisfied with his achievement in the job, especially was successful in his surgery practices for cows birth delivery and open castration for bulls. But he has been dissatisfied with the incentive system, low salary compared to workload and the health risk from dealing with animal diseases, no per diem for field/mobile treatment ,no transport allowances, and restricted transfer and promotion opportunities

**Remuneration**

NA

**Things you like and dislike**

He stressed that he liked the job because he could see immediately the results of his work activities, especially surgery and castration related treatments.

**Things that could be improved**

He insisted that Wereda should give at least equal attention to other sectors in budget allocation and training in order to raise livestock productivity in terms of quality and quantity.

**Personal ambitions/hopes for future**

He said he wished/ plan to upgrade his education to BA and have a good other job.

## Development Adviser: Natural Resources

Woman 24

### Education and work history

**Where from Region, wereda, this kebele**

She was from Enarj Enawga wereda, Debre Werk kebele

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

Her parents live in Debre Werk, her only two daughters live with her husband in Bichena

**Education.**

Completed grade 10 in Debre Werk, 2002. She has attended a 3 year course and completed it in 2005

**Training: courses, workshops**

Participated in watershed development training conducted for 8 days (2005), skills training on improved stoves work for 3 days (2006), and political orientation for one month (2006)

**Work experience**

Worked a total of about 4 years as a DA

**Previous position**

DA

**Why did you leave**

She reported to have left the job by her own decision because they couldn’t transfer her to Enemay wereda where her husband lives and works. She said she couldn’t bear living separated from her husband any longer so she abandoned the job (2008) after working for 3 years. She complained that she was not transferred because her husband was not a party/cabinet member; she said she wouldn’t stay even a year if her husband were a member, or if she were the wife any one of the wereda officials.

**Time in current work**

About 8 months since she was newly employed as a DA.

**How selected for job**

When Enemay wereda advertised this job in 2001, she competed for and won it after she stayed with her husband for 9 months without any work

### Doing this job: work relations

**Changes in role of DA**

One change she reported was that assigned by the wereda, the representative of the kebele Das has been working as head of economy and rural development since 2000. In the past the 3 DAs were each expected to provide their specialised service in the kebele, but since 1999 each of them need to be multi-purpose and capable of carrying out all activities concerning crops, livestock, and NR in the specific Gots one is assigned to work. Each DA is required to replace and work for any of the other DAs when they are absent

**Time in this kebele**

8 months

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

She insisted that peoples' participation in development activities and accepting expert advises was very good in the previous kebele. But she argued that this kebele community knows a lot about agriculture so that they don’t take experts advice seriously and they strongly resist the implementation of any administrative and development policies they don’t want.

**Relations with the kebele administration.**

She is a member of the kebele cabinet as head of the economy and rural development and participates in cabinet meetings to evaluate implementation of kebele activities including extensions she represents. As NR DA, she works with the administration in mobilising the community for terracing, tree planting and seedling distribution

**Relations with the kebele manager.**

Works with the manager in coordinating development team/cell leaders for community work in NR activities.

**Relations with other DAs.**

Since crop and livestock DAs left, she has been responsible for all the three sectors activities, helping the untrained temporary crop DA and the veterinarian in the respective fields. As representative of the DAs, she could also supervise/coordinate the other extension workers.

**Relations with wereda.**

She reported that she receives her salary directly from Wereda, but she directly reports to the local DAs supervisor, she prepares and submit weekly, monthly, quarterly implementation reports to the supervisor and he will add it to the other DAs reports and send the compiled report to Wereda.

**Work with model farmers**

She pointed out that she used models to apply new methods related to natural resource, management, such as planting of plant/shrubs to conserve the soil and at the same time used as animal forages.

**Main achievements while in the job**

She said there wasn’t much work done in relation to NR, but some gully check dam activities were carried out last year and party members had planted some trees for the Ethiopian millennium but almost all disappeared due to lack of proper tending.

**Main current issues of concern**

She reported decline in voluntary community labour participation was making for her and other experts to carry out their duties or fulfil their work plan implementation

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

She insisted there was enough resource for the work

**Package system and quotas**

For this year, they have planned 300ha of terracing/gully treatment activities to be carried out through community work. All the necessary equipment (spades, hoes, and other) were made available, training was conducted, and the area was selected for this natural resource conservation campaigns. He reported that this was planned to be carried out through 45 days community work involving all people above 18 and both sexes.

**Natural resource packages**

Watershed development, terracing/gully treatment, seedling preparation/distribution, and reforestation or garden/field tree planting were some of the packages mentioned. She indicated that Wild life and forest protection was not relevant to the kebele as none of them exist

**Credit and debt**

NONE

**Water harvesting**

The NR DA has been responsible for the Design preparation and quality control of water reservoir digging activities; she reported that more three ponds were dug through voluntary community work in 2001 alone.

**Watershed management**

She said only 1/3 of the kebele potential was studied for development activities

**Forests and trees**

She insisted that there wasn’t any forest except some private garden trees

**Wildlife protection**

NONE

**Farmer attitudes and resistance**

She reported that the community is not willing to participate in soil terracing because community mobilisation was not common for this since the kebele is mainly plain land with less erosion problem, but they have been willingly participating in gully check dam work activities. She pointed out that previously there was a high community mobilisation carried out through party cells and development teams for coordinated development activities, but this has been declining since the chairman was imprisoned in October 2002.

**Responsibilities and work load**

She has multiple responsibilities directly as NR DA, as representative of the 3 DAs, and member of the Kebele Cabinet(executive) as well as she has to carry out crop and livestock activities since the respective DAs left. She complained that due to work over load she couldn’t care here two daughters living away in Bichena town with their father

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

She complained that she couldn’t be with her children and husband even on weekends since she had to participate the Kebele cabinet regular meeting on Sundays

**Reporting system**

DAS directly report to the DAs supervisor, but as a cabinet member she equally participate with the other kebele leaders in evaluation and decision making process regarding performances/implementations.

**Conflicts**

NA

### Satisfaction and ambitions

**Satisfaction with the job**

She said she was absolutely dissatisfied with the work, because her payment was too low compared to the work load, access to education was restricted, all transfer opportunity was suspended killing her hope for reunion with her family. she revealed that she remained in this job only because she hadn’t any alternative and would abandon it any time she got other opportunities

**Remuneration**

She said there wasn’t any incentive for her to stay in the job, and complained that they were the ones who conduct the maximum work volume, but the Wereda experts/officials were receiving maximum salary working in the office.

**Things you like and dislike**

She said like everything she conducted directly related to here expertise and mentioned all the above in 1& 2 as what she disliked

**Things that could be improved**

She recommended that the 3 DAs should deal with activities in their respective area of training, there should be transfer regulation that facilitates the reunion of separated wife and husband/children, and better salary scale should be allowed

**Personal ambitions/hopes for future**

She insisted that her always wish has been to leave this job as a soon as she got a better opportunity

## Head, Farmers Training Centre – not functional

## Health Extension worker

### Education and work history

**Where from Region, wereda, this kebele**

The health extension worker is from Yetmen.

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

Her family are in urban Yetmen. She is not married and she does not have any children.

**Education.**

She attended 1st-8th grade in Yetmen elementary school and then she continued 9th and 10th grades at Dejen. She completed tenth grade in 2001

**Training: courses, workshops**

She attended 10+1 health extension programme training at Bichena in 2006. She also took 18 days refresher training on health extension programmes at Bichena in 2008. She took 3 days training on PMTCT at Bichena and 1 day training on fistula at Bichena in 2008.

**Work experience**

Four years of work experience with the training she has on health extension programme.

**Previous position**

She just started the job as health extension worker.

**Why did you leave**

NA

**Time in current work**

She works all the days in the week. She works 8 hours per day and there are times when she works overnight whenever there is a delivery.

**How selected for job**

There was competition and she beat it because she has got training and she started to work as health extension worker.

### Doing this job: work relations

**Changes in role of HEW**

There is no change in the role of health extension worker.

**Time in this kebele**

She allocates one day in a week for Yetmen sub kebele.

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

It is similar

**Relations with the kebele administration.**

There are good relations and no change. They work together with the kebele administration whenever there is information to be given to the community.

**Relations with the kebele manager.**

Similar relations with that of the kebele administration.

**Relations with other Extension workers.**

She works together cooperatively with other health workers assigned to the same kebele, There are two health extension workers assigned in Felege Selam kebele which includes Yetmen under it as one of its sub kebeles. There is no change in the relations of the respondent with the other health extension worker.

**Relations with wereda.**

There are good relations with the wereda. The wereda arranges different trainings for health extension workers but the trainings are not on a continuous basis.

**Relations with Health centre**

They communicate with the health centre to give reports and whenever there are campaigns organised by the health centre. There is no change with regard to change in relations with the health centre.

**Work with model farmers**

They work with model farmers like any other farmers, but with those who have health extension packages they work closely and use them to show others. There is no change in this regard.

**Work with Health Promoters**

The health extension worker works with health promoters in Yetmen. She is the one who organises them.

**Work with Traditional Birth Attendants**

They work with TBAs because all deliveries are not taken to health centres. The TBA's are given training and there is no change in this regard.

**Collaboration with customary healers**

She does not have any collaboration with traditional healers.

**Main achievements while in the job**

No specific achievement.

**Main current issues of concern**

People do not accept and do what health extension workers teach. The community wants treatment not prevention of disease from the very beginning.

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

Drugs are not available in the health post but there should be drugs because there is a nurse assigned for the health post.

**Packages and quotas and graduation**

There is a graduation when households complete all the packages which includes improved ovens, latrines and preparing solid and liquid waste disposal system.

**Health care support, drugs**

There is no health care given by the respondent or other health extension worker.

**Farmer attitudes and resistance**

The farmers do not have a good attitude to the health extension work particularly that of latrine construction and improved oven construction.

**Responsibilities and work load**

There is a work load, she gives health education by going door to door, assists farmers in building ovens, gives delivery service during the night, gives monthly vaccination and does HIV testing.

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

Her time use and her social life are affected by the work load of her work.

**Reporting system**

Report is compiled and given to the health centre in Yetmen and it is sent to the wereda.

**Conflicts How resolved**

None

### 

### Satisfaction and ambitions

**Satisfaction with the job**

She is satisfied with her job.

**Remuneration**

Five hundred seventy two (572) birr gross salary per month,

**Things you like and dislike**

She does not feel happy when people construct ovens or latrines and demolish them the next day.

**Things that could be improved**

There is no water and electricity access and they do not have annual leave like other civil servants.

It would be good if part of the activities done by health extension workers was given to health promoters as their full responsibility.

**Personal ambitions/hopes for future**

She would like to continue her education further.

### Researcher observations

The respondent seems committed with her job but she generalises the experiences of a few people to the whole community.

## Health Promoter

### Education and work history

**Place of birth**

The respondent was born in Dejen wereda, Koskos kebele. She came to marry her husband.

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

Her parents have passed away. Her husband is from Yetmen and currently she is living with her husband and her five children in Yetmen.

**Education.**

She was taught up to 10th grade with the previous curriculum. She quit education in 1991.

**Training: courses, workshops**

She took trainings on the use of contraceptives, child growth and pregnancy follow up. She took the trainings at Zebch

**Work experience**

She worked in the area of health

**Previous position**

For about eight years she was working as a family planning service in the community. Now she is working as a health promoter.

**Why did you leave**

The previous programme on family planning does not exist. It is now done in the health extension programme.

**Time in current work**

There is a meeting once a month and every 5th day of the month she makes door to door visits to inform people to go for vaccinations.

**Training for the work**

She took training on the health extension programme package..

### Doing this job: work relations

**Role of health promoter**

Whenever there is an immunisation campaign in the community, whenever there are medicines to be given to the community, like that of trachoma, they assist the health workers. They inform the community about the monthly vaccination of children every 5th day of a month.

**Relations with Health Extension Worker**

They are organised with health extension workers and they do have monthly meetings with health extension workers. They get information on what they do in the community.

**Relations with the kebele administration.**

Whenever there is community mobilisation for vaccination and trachoma prevention the kebele administration helps in assigning the community to inform the community.

**Relations with the kebele manager.**

She does not have work relations with the kebele manager.

**Relations with other Extension workers.**

They have good relationships and they have monthly meetings together. The health extension workers give information to promoters on activities that are going to be done in the community.

**Relations with wereda.**

She does not have work relations with the wereda

**Relations with Health centre**

The respondent does not have work relations with the health centre.

**Work with model farmers**

She works with farmers who became models and there is no change with their relation.

**Work with Traditional Birth Attendants**

She sometimes works with traditional birth attendants on delivery and follows up after

**Collaboration with customary healers**

She does not have relations with customary healers.

**Main achievements while in the job**

She has done well in making people get vaccinated and in making people become beneficiaries of contraceptive use.

**Main current issues of concern**

HIV is big issue now, many people are being caught and are dying and people do not accept lessons given to them.

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

It is teaching and informing the community on various issues based on lessons given to them and it takes a long time.

**Packages and quotas Graduation**

The packages are about family planning, vaccination, digging latrines and constructing improved stoves. People do not usually do the latrines and the improved stoves as they use them their own way. People who do all the above are graduated.

**Health care support, drugs**

She and other health promoters do preventive aspects of health which is to teach and inform people.

**Farmer attitudes and resistance**

There is resistance from the farmers, most of them do not dig latrines and do not make improved stoves. For the oven it is because it is not comfortable to bake many injera in as there is no way to clean the ashes from cow dung easily.

**Responsibilities and work load**

The work of health promoter does not take her much time.

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

She has enough time for her family social responsibilities and her economic activities. Leisure is not common and some of the social activities are considered as leisure, holy days where many relatives get together are good occasions for people to have a good time.

**Reporting system**

She makes reports on a monthly basis. She collects the data three days earlier and she compiles it. There are also others who work with her.

**Conflicts How resolved**

None

### Satisfaction and ambitions

**Satisfaction with the job**

She is satisfied with her job.

**Remuneration**

There is no payment they work voluntarily.

**Things you like and dislike**

She likes to see people being clean and using improved stoves. She likes to see people changing. There is nothing she dislikes.

**Things that could be improved**

In the case of the improved stoves it would have been good if they (the government) brought readymade stoves. Stones are required to construct the improved oven and since the stones are not easily available people buy them and it is hard to buy stones for the purpose of stoves. The respondent suggested that it would be good if they were paid when they spent time in meetings and other activities in being health promoter.

**Personal ambitions/hopes for future**

She wants to improve her life by doing agricultural activities.

### Researcher observations

She is active in responding to questions and she has good knowledge of family planning and other information in general.

## Health Centre Head

### Education and work history

**Where from**

The head of the health centre is from Enemay wereda, Bichena town.

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

His parents also live in Bichena. He is married and he has one child. His child from his former wife lives in Addis Ababa. Currently the respondent is living with his current wife in Yetmen.

**Education.**

He learnt from 1st grade up to 12th grade at Bichena. He completed 12th grade in 1987.

He received a diploma in nursing at Addis Ababa in 2006.

**Training: courses, workshops**

VCT training in 2008 at Debre Markos.

Training on basic obstetrics and new born care in 2010 at Debre Markos.

**Work experience**

He started to work in this health centre; it is more than two years since he started to work in this health centre. He started to work in the health centre as a clinical nurse and he started to work as the health centre head in addition to working as a clinical nurse since 2008.

**Previous position**

Before this he was engaged in his own private business, at first he was working as a clinical nurse and now he is working as health centre head in addition to his previous position.

**Why did you leave**

He is still in that position.

**Time in current work**

He works in the five week days, four weekend days by shift with other health workers in the health centre and he also works on the night duty. He has seven days of night duty.

**How selected**

There was notice of the vacant position and then he applied, the vacancy was posted three times and he was the only applicant and he was given an exam and he passed the exam and he was recruited.

### Doing this job: work relations

**Role of Health Centre Head Changes**

The role of the health centre head is managing the health centre and giving health services like the rest of the health workers in the health centre. There was shortage of human power. There are five separate health service sections which have assigned responsible people. These are OPD, EPI/Family planning, fewer than five and antenatal, laboratory and pharmacy. There is a delivery service but there are no assigned health workers, everyone works there. The number of health workers is lower than the standard.

**Time in this centre**

He works here for the five week days, four weekend days by shift with other health workers in the health centre and he also works on the night duty. He has seven days of night duty.

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

It is his first job

**Relations with the HEWs**

The health extension workers are under the health centre. It is one cluster for three health posts. The health centre gives them technical support by going to the health posts. There are monthly meetings with the health extension workers.

**Relations with wereda.**

There is a strong relationship with the wereda health office. They supply medical drugs, vaccination, family planning contraceptives. Health workers from the wereda come and give technical support for the health centre. There are people assigned as health workers for Yetmen. There relation has become stronger since 2001, this year. They are coming and supervising quarterly.

**Collaboration with customary healers**

No

**Work with Traditional Birth Attendants**

They work with traditional birth attendants who they send for trainings.

**Main achievements while in the job**

Currently the health centre is giving better services because health workers are working based on departments they are assigned.

**Main current issues of concern**

Shortage of drug supply.

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

No, there are shortages of drugs and a lower number of health workers.

**Packages and quotas and graduation**

The health centre gives treatment to patients and there is a health extension programme being carried out by health extension workers.

**Health care support, drugs**

There is a good health care support with the existing health workers and available drugs. There is a serious shortage of drug. There is not enough budget from the wereda.

**Farmer attitudes and resistance**

Since there are no drugs in the health centre the community do not have a good attitude. They feel bad when they are told they must buy drugs from outside.

**Responsibilities and work load**

His responsibilities are managing the health centre and delivering clinical services to the community. He does not have a work load as the respondent said.

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

His job does not affect his family and social life.

**Reporting system**

Reports are sent to the wereda. The activities of health extension workers and the accomplishment of the health centre are compiled together and sent to wereda health office. Reports are compiled on a weekly and monthly basis. There is an integrated disease surveillance response (IDSR) which needs specific reports on polio, measles, and neonatal tetanus. Feedback on reports is sent to the health centre from the wereda.

**Conflicts – if so how resolved**

No

### Satisfaction and ambitions

**Satisfaction with the job**

He is satisfied with his job

**Remuneration**

NA

**Things you like and dislike**

He like to serve the community with his profession and there is nothing he dislike.

**Things that could be improved**

There is no good latrine for the health centre, it should be improved.

**Personal ambitions/hopes for future**

He wants to continue further education but he does not have the financial capacity to learn.

## Head Teacher

### Education and work history

**Where from**

The respondent is from Bichena the capital of the wereda.

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

The respondent’s family is in Bichena. He is married and he has one child. They live at Bichena.

**Education.**

The respondent learnt from 1st grade up to 12th grade at Bichena. He completed 12th grade in 1993. He also joined Bahir Dar pedagogy and got his diploma teaching in 2001. His major is Sport and his minor is Biology.

**Training: courses, workshops**

Fifteen days training on being a school director. He took the training at Debre Markos in 2007.

He took training on Civics at Dejen in 2006.

**Work experience**

He has six years work experience. He worked in Enargina Enawga for two years and two years in Yetmen as a teacher. It was only for a few months before he became school head.

**Previous position**

Teacher

**Why did you leave**

He was assigned to work as school head.

**Time in current work**

The respondent works the whole day sometimes and he even does not have enough time to eat lunch. He always works including at weekends. At weekends he doesn't work the whole day but about half days

whenever he compiles report.

**How selected**

He is working in the same school but in a different position. Because he was proposed by the teaching staff in Yetmen elementary school when they were asked to propose a teacher to work as school head among them after the former school head was demoted. The wereda accepted the proposal by the teachers in the elementary school and he started to work as school head.

### Doing this job: work relations

**Role of Head Teacher**

The school head compiles and writes report s of the school activities. Directs and supervises the vice's work. He leads departments, leads education curriculum committee, leads the PTA and generally leads the teaching issues.

**Time in this School**

Four years

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

Comparing his current position being school head, with the previous one teaching he finds the work of school head is not limited by time. There are a lot of responsibilities and work. The time for teaching is programmed.

**Relations with the teachers.**

There are good relations with teachers and there is no change with that.

**Relations with kebele administration.**

He has good relations with the kebele administration. The urban Yetmen kebele administration is involved in administrative issues of the school. They also work together with rural Yetmen kebele to enroll more students and students who became absentees in between. There is no change with their relation.

**Relations with the kebele manager.**

The kebele manager is the one to organise the activities in report writing and writing minutes. There are good relationships also with the kebele manager.

**Relations with PTA**

There are good relations with PTA. The school is led by training boards and people who are in the training board are also found in PTA. There is no change in relationship.

**Relations with wereda.**

He has relations with the wereda, mainly with the education office. Reports are compiled and sent to the wereda office. There are good relations and no change so far.

**Main achievements while in the job**

The school head said that he has made the relations of the school and the kebele administration to be stronger. He said that previously the committee which included the kebele administration was symbolic and now it has become functional.

**Main current issues of concern**

There is a problem of quality in the teaching process. Out of the students who started education in September, 80 have quit. Out of the 80 students 50 have a probability of coming back, others have changed to other schools or will not come for various reasons. Teachers are expected to bring those 50 students and make them ready for examinations. It became difficult for teachers to keep these students up to the same pace with those students who attended school continuously.

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

There is shortage of school desks and text books.

**Children attendance**

Many students became absentees in harvest times, absenteeism is seasonal. Teachers go door to door to bring students back to school.

**Children drop outs**

There are children who drop out of school but there are not as many of these as those who became absentees.

**Children discipline**

There are some discipline problems but the school is trying to solve this.

**Teacher discipline**

The teachers have good discipline. There was only one teacher out of 32 teachers who had discipline problems. He was criticised and he has now improved his behavior.

**Shift system**

There are two shifts one shift (1st- 4th), second shift (5th-8th). The shift is not always the same. One group comes for the morning shift for a while and then comes in the afternoon another time.

**Self-Contained System**

Currently a self-contained system exists only for first grade. In the past it used to be given up to 4th grade students.

**Responsibilities and work load**

He has a lot of responsibilities and a big work load as he has mentioned previously. He works each whole day from Monday to Friday. He also works at the weekends.

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

His family life and his social life are negatively affected by his current job. Since he does not have a break at weekends he cannot go to mourns and other social participation.

**Reporting system**

Reports are send weekly on students status, every two weeks competitions are carried out by the school among its students, monthly reports are organised by staff teachers and compiled by the school head. Information which the wereda need in between is also prepared based on the wereda’s demand.

**Conflicts**

NA

### Satisfaction and ambitions

**Satisfaction with the job**

He is satisfied with his current job.

**Remuneration**

One thousand and eight hundred fifty one (1851) birr gross salary per month,

**Things you like and dislike**

He likes the teaching profession

**Things that could be improved**

Quality of education should be improved

**Personal ambitions/hopes for future**

He wants to upgrade on his profession and contribute to create good generations for the future.

## Teacher

### Education and work history

**Where from**

She came from Debre Markos Amhara region.

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

Her parents live in Debre Markos. She is not married and has no children.

**Education.**

She received TTI training at Debre Berhan. She completed the training in 1987. She received a Diploma from Gonder university in 2005.

**Training: courses, workshops**

None

**Work experience**

She has 23 years of teaching experience. With TTI she has 16 years of experience and with the diploma 7 years of experience.

**Previous position**

Teaching but in another place

**Why did you leave**

Left teaching in another place because it was remote.

**Time in current work**

She works five days per week in shifts, either in morning or afternoon shifts. She works 18 hours per week. She has about three months break during the rainy season when the school is closed.

**How selected**

She applied to transfer from her previous place to the current one in Yetmen and they accepted her.

### Doing this job: work relations

**Role**

The respondent teaches English language at Yetmen elementary school.

**Time in this School**

It has been 19 years since she came to teach in Yetmen elementary school.

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

The previous school was remote, there was no electricity for a long distance.

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

There are always good relations with the school head and with other teachers.

**Relations with kebele administration.**

There is no continuous relation with kebele administration. Relations happen at the beginning of the academic year when they tell parents to send their school age children to school and whenever students became absentees. Teachers work with the kebele administration to go door to door and bring children to school.

**Relations with the kebele manager.**

She has a relationship with the kebele manager because he trains community conversation which is a tool in teaching to prevent behavioral change in HIV/AIDS.

**Relations with PTA**

She used to be member of PTA from 1996-2000. She was there as a female teacher representative, now she is not anymore.

**Relations with wereda.**

She has good relation with the wereda. They give prizes in terms of cash and material for community conversation activities and HIV clubs. They gave them money for refreshments during community conversation sessions and they gave them a ball.

**Main achievements while in the job**

She is increasing students' awareness of HIV through anti AIDS clubs where there are discussions about the importance of female education to mothers.

**Main current issues of concern**

The current issue of concern is the quality of education. The focus is only on the quantity of students who did not attend school for months but are then expected to come and sit for examination. Teachers have to go and bring students from their home. Teachers do not accept this but this is what a teacher is expected to do.

### Challenges faced and attempts to overcome them?

**Adequacy of resources**

There was a problem of having text books but now it has been minimised to some extent.

**Children attendance**

Male children do not come to school whenever there is agricultural work to be done so they usually do not come during harvest time. They come back to school when they finish their work.

**Children drop outs**

No pronounced problem

**Children discipline**

There was problem of discipline among students in the past few years but now it has been solved. In the past the students were heterogeneous, they were coming from neighboring sub kebeles. Now the satellite schools in the kebele have been upgraded to elementary schools. Most students who did not have good discipline were from the neighboring sub-kebeles.

**Shift system**

Students learn half a day, in the morning shift and in the afternoon shift.

**Self-Contained System**

Self-contained system is working only in grade one students. Teaching students 2nd -3rd grades was stopped in 2001.

**Responsibilities and work load**

There is no work load

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

She has enough time to her family and other social responsibilities. She usually goes to church and she has enough time for her spiritual activities.

**Reporting system**

Reports are given to the school head about student attendance and club activities and he sends them to the wereda.

**Conflicts**

None

### Satisfaction and ambitions

**Satisfaction with the job**

She likes her profession, teaching, but she is not happy because of the poor quality of education. She was teaching 7th-8th grade students but the students do not know what they are expected to know at their level. For this reason she asked the staff and went back to teach lower grades (5th -6th) so that they will have a strong base for the next grades.

**Remuneration**

One thousand, six hundred and ninety two (1692) birr gross salary per month,

**Things you like and dislike**

She likes to work at the Anti-AIDS club and she dislikes the poor quality of education

**Things that could be improved**

Focus should be given to quality instead of focusing on quantity.

**Personal ambitions/hopes for future**

There is nothing different that she wishes for the future, she want to continue like she is now.

### Researcher observations

The teacher is so concerned about the poor quality education and she seems so committed with her work, the guide who was with me also told me that the respondent is the best English teacher in the school.