

Organizational Capacity Development Impacts of RESCAP: A trial study

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Ver2. 04/Oct./2012

1. Background

RESCAP (Rural Extension Service Capacity Advancement Project) aims to improve the extension service delivery of MAL (Ministry of Agriculture and Livestock). To attain sustainability of its improvement, RESCAP has been taking a holistic approach to pursue organizational capacity development of MAL's extension system as a whole system. RESCAP assigns human resources and invests resources to different levels of MAL extension system from HQ to the field level. One of the holistic approaches is introduction of ADEOs (Agriculture Diary of Extension Officers) which helps officers to plan and monitor their daily activities with up-dated technical information. This fundamental tool aims to strengthen communication between officers and supervisors in MAL extension system.

Organizational capacity is an ability to attain a goal/ vision which can only be achieved by team-working of people in an organization/group. The number of members (individuals) does not matter to measure the organizational capacity, because there is a group of individuals with no team-work which cannot do anything, while a (even smaller) number of people with team-work can achieve much higher goal(s). The organizational capacity and its development are a key for sustainable development of MAL's extension system.



The organizational capacity is important, but it is not visible in reality. An orthodox evaluation method decomposes the meaning of organizational capacities into several “indicators”. Communication, for example, is decomposed into such as number of reports, meetings, etc. But this decomposition of meaning loses “the entity” of the communication, which cannot simply be measured by the number of reports or just number of meetings. The indicators can be manipulated while we intuitively know that communication is not a kind of matters to be manipulated.

One of the alternative (qualitative) evaluation methods is collection of views of stakeholders who are in the target organization(s). Every day, people grasp and evaluate the level of organizational change (e.g. communication) by using different media such as eyes, ears, feeling, chatting etc. Each view is subjective, but collection of such views can reflect the real view of how the organization has been changed. Thus, this calls for a qualitative survey of organizational changes as impacts of RESCAP, by using a method to collect views of stakeholders.

2. Objectives

To ascertain organizational changes brought by RESCAP in the target districts of RESCAP, and analyze its implications

3. Procedure

A questionnaire was prepared for collecting views of stakeholders who were district staff (including a few field-level officers working closely with district officers) in the target districts and non-target districts mainly in Northern Province.

The questions focus on qualitative changes related to organizational capacity in following areas.

- 1) Knowledgeable about their natural/ economic environment
- 2) Clear and realistic planning before implementation
- 3) Being serious for their works/ responsibility
- 4) Being motivated to work
- 5) Being more time-conscious (time-management)
- 6) Communication with colleagues
- 7) Collaboration / Cooperation with colleagues
- 8) Supervision - Reporting between districts and field officers
- 9) More submission of reports/ documentation
- 10) More reading of reports/ documents
- 11) Sharing of visions of overall goals
- 12) More dedication to the organization as a team member

These questions were asked about both of the district's level and field's level (CEO/BEO), and the respondents evaluated the level of changes of these areas from 5 options, which are ranged from level 5 (very much) to level 1 (worse than before). The questionnaire also included a descriptive question about three most significant changes brought by RESCAP. (see Annex)

The questionnaire was distributed to available district staff who attended trainings organized by RESCAP in August and September, 2012. The samples (the district staff) include a few field-level officers who are working in district offices, because those field officers understand the situation of the districts by working closely with district staff.

In order to avoid self-censorship, identifications including names and positions were not asked and only district's name was asked to identify the category of target or non-target group.

4. Samples

Questionnaire sheets were distributed to district officers who attended two trainings held in August and September, 2012. There were 27 samples collected out of 30 questionnaires which were distributed.

Table 4-1: Collected Samples

Category	District	No. of Samples	Total
Target	Chinsali	3	18
	Kaputa	3	
	Luwingu	3	
	Mporokoso	4	
	Senanga	5	
Non-target	Chilubi	2	9
	Kasama	2	
	Mbala	2	
	Mpulungu	1	
	Mungwi	2	
Total			27

These districts under “target” category are districts which have been constantly supported by RESCAP since 2010. The target districts staff and its field officers have been advised by Japanese experts and they have been trained in a series of training programs. On the other hand the districts under “non-target” category are districts which have not received such supports from RESCAP. Kasama district is categorized under non-target group because they were not constantly supported although there were a few officers in Kasama district who attended some trainings organized by RESCAP.

It can be argued that the sample size (18 in target group/ 9 in non-target group) is not large enough to establish a robust statistical model. Since the number of district staff at district office related to extension service is usually not so many (3-5 for each district), the sample size is limited. Although the sample size is not large enough, we can still learn some implications and tendencies from the results by analyzing the available data.

5. Results

5-1. District Level Organizational Changes

The following table (figure) shows proportions of stakeholder's views about the organizational changes of target districts. To help the reader's understanding, a new value named "Change Indicator" is calculated by following formula.

$$\text{Change Indicator} = \{(\% \text{ of "yes very much"}) \times 5\} + \{(\% \text{ of "yes to some extent"}) \times 3\} \\ - \{(\% \text{ of "no change"}) \times 3\} - \{(\% \text{ of "worse than before"}) \times 5\}$$

Table 5-1: Organizational Change at District Level in Target District

Areas of Organizational Change	Yes, very much	Yes, to some extent	Just a little	No change	Worse than before	Change Indicator*
1) Knowledgeable about their natural/economic environment	44%	56%	0%	0%	0%	3.9
2) Clear and realistic planning before implementation	39%	56%	6%	0%	0%	3.7
3) Being serious for their works/responsibility	28%	61%	11%	0%	0%	3.3
4) Being motivated to work	24%	35%	29%	12%	0%	2.2
5) Being more time-conscious (time-management)	11%	50%	28%	11%	0%	2.0
6) Communication with colleagues	69%	31%	0%	0%	0%	4.4
7) Collaboration / Cooperation with colleagues	61%	39%	0%	0%	0%	4.2
8) Supervision of field officers	29%	47%	24%	0%	0%	3.1
9) More submission of reports/documentation	41%	41%	18%	0%	0%	3.5
10) More reading of reports/documents	20%	53%	27%	0%	0%	2.9
11) Sharing of visions of overall goals	47%	41%	12%	0%	0%	3.7
12) More dedication to the organization as a team member	28%	61%	11%	0%	0%	3.3

All areas there are significant changes that the stakeholders found after implementation of RESCAP. There are varied levels of change among them. The highest values of change indicators are found in "Communication" and "Collaboration" in the organization, followed by areas like "Knowledge" and "Planning". On the other hand, the least values are found in "Time-conscious" and "motivated to work".

5-2. Field Level Organizational Changes

The following table (figure) shows proportions of stakeholder's views about the organizational changes among the field-level officers of target districts.

Table 5-2: Organizational Change at Field Level in Target District

Areas of Organizational Change	Yes, very much	Yes, to some extent	Just a little	No change	Worse than before	Change Indicator*
1) Knowledgeable about their natural/economic environment	40%	60%	0%	0%	0%	3.8
2) Clear and realistic planning before implementation	38%	54%	8%	0%	0%	3.6
3) Being serious for their works/responsibility	27%	47%	27%	0%	0%	3.0
4) Being motivated to work	21%	29%	50%	0%	0%	2.4
5) Being more time-conscious (time-management)	20%	40%	33%	7%	0%	2.3
6) Communication with colleagues	47%	40%	13%	0%	0%	3.7
7) Collaboration / Cooperation with colleagues	40%	53%	7%	0%	0%	3.7
8) Communicate/ Consult with Boss (District Office)	47%	27%	27%	0%	0%	3.4
9) More submission of reports/documentation	27%	60%	13%	0%	0%	3.3
10) More reading of reports/documents	13%	47%	33%	7%	0%	2.2
11) Understanding of visions of overall goals of the district	13%	47%	33%	7%	0%	2.2
12) More dedication to the organization as a team member	20%	67%	13%	0%	0%	3.1

Like as the results of the district level, all of the areas above have been improved after RESCAP, and there is a variety of the values of Change indicators. The highest values are found in the areas of “knowledge”, “communication” and “collaboration”, while the least values are “reading”, “understanding of district goals”, “time-conscious” and “motivated to work”. Compared to district level, the level of improvement are relatively lower. This could be accrued by the fact that most of the respondents are district-level staff who tend to see their subordinates more strictly than their own (district level).

5-3. Comparison between “Target” districts and “Non-target” districts

Organizational changes have been occurred in the target districts, but how about the other districts? If the same change happened even in the district which is not under RESCAP, the positive changes in the target districts have not been brought by RESCAP, maybe something else.

To answer the above inquiry (or a suspicion?), the comparison between target districts and non-target districts is made as follows.

Table 5-3: Comparison of Target and Non-target districts (i.e. Net impacts)

Comparison Areas of Organizational Change	District Level			Field Level		
	Target (A)	Non-Target (B)	Difference (A)-(B)	Target (A)	Non-Target (B)	Difference (A)-(B)
1) Knowledgeable about their natural/economic environment	3.9	3.9	0.0	3.8	2.3	1.5
2) Clear and realistic planning before implementation	3.7	2.8	0.9	3.6	1.9	1.7**
3) Being serious for their works/responsibility	3.3	3.4	-0.1	3.0	0.8	2.2**
4) Being motivated to work	2.2	2.3	-0.2	2.4	1.4	1.0
5) Being more time-conscious (time-management)	2.0	1.4	0.6	2.3	1.0	1.3*
6) Communication with colleagues	4.4	3.0	1.4*	3.7	1.2	2.4**
7) Collaboration / Cooperation with colleagues	4.2	2.3	1.9**	3.7	3.0	0.7**
8) Supervision/Communication with Boss-Subordinates	3.1	0.8	2.3*	3.4	2.1	1.3
9) More submission of reports/documentation	3.5	2.6	0.9	3.3	1.4	1.8**
10) More reading of reports/documents	2.9	2.6	0.3	2.2	1.4	0.8
11) Sharing of visions of overall goals of the district	3.7	1.9	1.8	2.2	1.0	1.2
12) More dedication to the organization as a team member	3.3	2.3	1.0	3.1	1.7	1.5**

Note: ***= statistical significance at +99%; **= statistical significance at +95% using Goodman and Kruskal's gamma (SPSS)

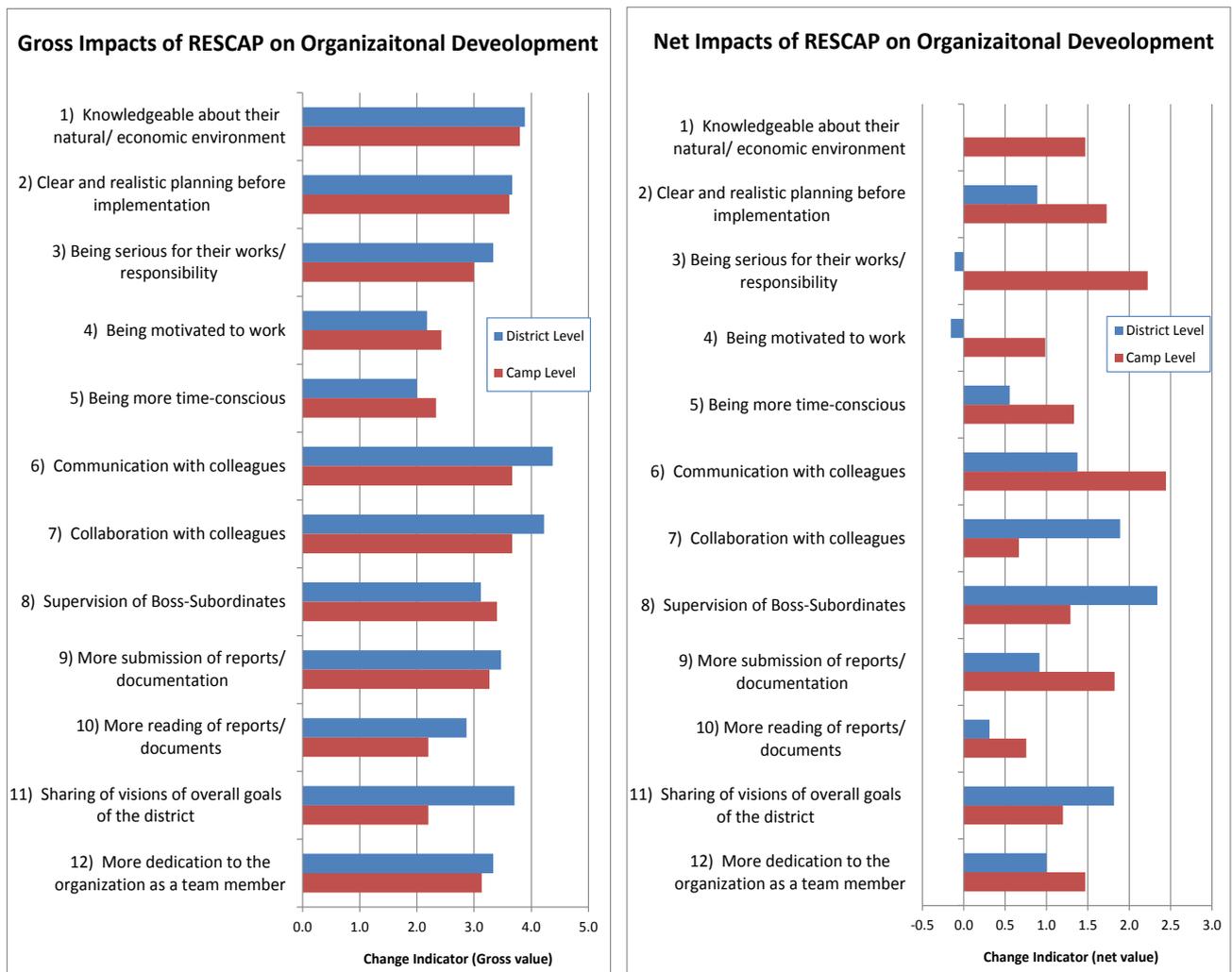
Change indicators were calculated for target and non-target districts and the values of non-target districts are subtracted from the target district's values. This “difference” could be called “Net impact of RESCAP on organizational change”.

The graph shows that the majority of the areas (22 out of 24 areas) gained positive values, and 9 values are found to be significant statistically despite the number of sample is small. This means that RESCAP target districts are

generally better than non-target districts in organizational changes. The only negative values are about “being motivated to work” and “being serious to work” at district level, but the values are small and they are not statistically significant. The absolute values (i.e. gross values before calculation of net values) are all positive.

It is interesting to see the net values are higher in field-level than in district level. This means that non-target districts see their organizational development at field level as not improved or even worse than the target districts. In other words, the net impacts of RESCAP have accrued more significantly at field level more than district level.

Figure 5-1: Gross Impacts and Net Impacts of RESCAP



The left graph shows the gross value of change indicators, which are calculated from 18 samples of “target” districts. The right graph shows the net value of change indicators which are calculated by subtracting values of “non-target” (control group) from “target” districts.

Let's highlight the most significant changes of organizational capacity brought by RESCAP. The highest values of the net impacts of RESCAP are as follows.

Table 5-4: Rank of Net Impacts (Change Indicators) at district and field level

Rank	District Level	Field Level
1	Supervision/Communication with Boss-Subordinates	Communication with colleagues
2	Collaboration / Cooperation with colleagues	Being serious for their works/ responsibility
3	Sharing of visions of overall goals of the district*	More submission of reports/ documentation

It seems that communication / collaboration among stakeholders have been enhanced in RESCAP target districts, along with tangible improvement such as submission of reports at field level.

The impacts on communication was also found significantly even in the descriptive question asked in the questionnaire. The respondent was asked to write the three most significant changes brought by RESCAP. The answers were categorized and ranked by frequency.

Table 5-5: Significant Change brought by RESCAP

Rank	Area of improvement	Counted
1	Communication	9
2	Reporting/ Monitoring	6
3	Technical capacity building	6
4	Plan (+ implementation)	4
5	Introduction of ADEOs	3
6	Technology improvement at farmer level	2
7	Others	5

Most frequent answers were “communication”, “reporting/monitoring” and

“technical capacity building”. This shows RESCAP influenced not only technical capacity building of extension officers, but also non-technical issues such as communication among officers in MAL extension system.

6. Implications

Since the sample size is not large enough to reach a robust conclusion, here we should limit this analysis to draw some implications or tendencies from the results as follows.

- 1) RESCAP target districts improved their organizational capacities at district level and field level in general.
- 2) The most significant changes are “communication/ collaboration”, “knowledge” and “planning”.
- 3) The least significant changes are “time-consciousness” and “motivation to work”.
- 4) Comparison with a control group (non-target district’s samples) revealed the “net impacts” brought by RESCAP in most of the areas.
- 5) Comparison with the control group also revealed that the positive changes have accrued more at the field level than at the district level.
- 6) Qualitative analysis of descriptive answers shows that RESCAP brought both of non-technical impacts (e.g. communication) and technical impacts (technical knowledge).

The above implications as conclusions can be arguable and criticized in terms of sample size and applied analysis methods, however it is worth to point out that RESCAP brought impacts of organizational development which are not always visible or measurable.

By using a simple questionnaire survey like this, invisible organizational capacity development can be visible and arguable in more tangible manner.

7. A way forward

One of the limitations of this survey is the small sample size (18 in target group/ 9 in non-target group). It calls for collection of more data to be collected from target and non-target district stakeholders.

Meanwhile, the questions and analysis methods need to be reviewed in order to establish a robust model of organizational impacts brought by RESCAP.

(ANNEX: Questionnaire Sheet for Target Group)

Questionnaire for Organizational Attitude Changes

Write your District Name-> : _____.

Questions are asked about some changes of attitudes of staff in your district after the RESCAP Project. The RESCAP project aims to strengthen extension service with organizational capacity building of MAL offices such as district, province and HQ.

Please answer questions by ticking on the number (selected from 1 to 5) of your opinion which reflects realities of your district for each sentence from 1 to 12.

1. About District staff
 - 1-1. District staff became to be more knowledgeable about their district's environment (natural/economic)
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-2. District staff became to make a clear and realistic plan before implementation.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-3. District staff became to be more serious for their works /responsibility.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-4. District staff became to be more motivated to work. . (Joy to work)
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-5. District staff became to be more time-conscious (strict to time management)
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-6. District staff became to communicate with other staff more.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-7. District staff became to collaborate with the other staff more.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-8. District staff became to conduct better supervision and support for their field staff.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-9. District staff became to submit more reports/ documents.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-10. District staff became to read more reports/ documents.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-11. District staff became to understand and share more about what district's vision/ strategy.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
 - 1-12. District staff became to dedicate them to the district as a team member.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before

(Questions to be continued to back page)

2. About Field Extension Officer (CEO/BEO)

- 2-1. CEO/BEO became to be more knowledgeable about their camp's environment (natural/economic)
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-2. CEO/BEO became to make a clear and realistic plan before implementation.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-3. CEO/BEO became to be more serious for their works /responsibility.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-4. CEO/BEO became to be more motivated to work. (Joy to work)
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-5. CEO/BEO became to be more time-conscious (strict to time management)
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-6. CEO/BEO became to communicate with other staff more.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-7. CEO/BEO became to collaborate with the other staff more.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-8. CEO/BEO became to communicate and consult with their bosses (including district staff).
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-9. CEO/BEO became to submit more reports/ documents.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-10. CEO/BEO became to read more documents/ text/ reports.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-11. CEO/BEO became to understand and share more about what district's vision/ strategy.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-12. CEO/BEO became to dedicate them to the district as a team member.
1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before

3. General

What are "Three" (3) most significant changes which RESCAP brought to your district? Please write your views in the box below. (if nothing, do not write anything.)

1.
2.
3.

(ANNEX: Questionnaire Sheet for Non-Target)

Questionnaire for Organizational Attitude Changes

Write your District Name-> : _____.

Questions are asked about some changes of attitudes of staff in your district, compared between now (year 2012) and 2 years ago (year 2010).

Please answer questions by ticking on the number (selected from 1 to 5) of your opinion which reflects realities of your district for each sentence from 1 to 12.

4. About District staff

- 1-13. District staff became to be more knowledgeable about their district's environment (natural/economic)
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-14. District staff became to make a clear and realistic plan before implementation.
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-15. District staff became to be more serious for their works /responsibility.
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-16. District staff became to be more motivated to work. . (Joy to work)
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-17. District staff became to be more time-conscious (strict to time management)
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-18. District staff became to communicate with other staff more.
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-19. District staff became to collaborate with the other staff more.
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-20. District staff became to conduct better supervision and support for their field staff.
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-21. District staff became to submit more reports/ documents.
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-22. District staff became to read more reports/ documents.
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-23. District staff became to understand and share more about what district's vision/ strategy.
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*
- 1-24. District staff became to dedicate them to the district as a team member.
1. *Yes, very much* / 2. *Yes, to some extent* / 3. *Just a little* / 4. *No change* / 5. *Worse than before*

(Questions to be continued to back page)

5. About Field Extension Officer (CEO/BEO) (Please answer by ticking your selection)
- 2-13.CEO/BEO became to be more knowledgeable about their camp's environment (natural/economic)
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-14.CEO/BEO became to make a clear and realistic plan before implementation.
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-15.CEO/BEO became to be more serious for their works /responsibility.
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-16.CEO/BEO became to be more motivated to work. (Joy to work)
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-17.CEO/BEO became to be more time-conscious (strict to time management)
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-18.CEO/BEO became to communicate with other staff more.
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-19.CEO/BEO became to collaborate with the other staff more.
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-20.CEO/BEO became to communicate and consult with their bosses (including district staff).
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-21.CEO/BEO became to submit more reports/ documents.
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-22.CEO/BEO became to read more documents/ text/ reports.
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-23.CEO/BEO became to understand and share more about what district's vision/ strategy.
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before
- 2-24.CEO/BEO became to dedicate them to the district as a team member.
 1. Yes, very much / 2. Yes, to some extent / 3. Just a little / 4. No change / 5. Worse than before

6. General
 If your district/field officers have changed their attitude, what are the main causes of the changes?
 Please write(if no significant change, do not write anything.)

1.
2.
3.

After completion, please submit this to Mr. Kapesa (Province staff)

(Annex: Descriptive Responses on “Changes brought by RESCAP”)

ID	Changes Brought by RESCAP	Category
1	There is a positive change in work perception and attitude. Officers have begun to realise and appreciate that the reason for work is not money but to contribute to human development in the camps and the district as a whole.	serious to work
2	The Use of ADEOs.	ADEOs
3	The seed money has improved most of the villages socio-economic status.	Other
4	The officers have improved on their planning and reporting, the quality of reports have improved.	Plan
5	The facilitation skills and agricultural knowledge of the camp extension officers has improved.	technical capacity building
6	The district is now holding monthly review and planning meeting.	Communication
7	Spirit of meetings without financial commitment.	Communication
8	Some appropriate technologies were farmer approach is concerned.	technology improvement at farmer level
9	Sharing of information - monthly meeting.	Communication
10	Reports (ADEOs)	Reporting
11	Report are being submitted on time.	Reporting
12	Regular collection and keeping on data enhanced.	Reporting
13	Programming of activities followed.	plan
14	Planning	Plan
15	One report format is being followed in the district by field officers.	reporting
16	Knowing the needs of farmers and their levels (by Needs Assessment Survey)	knowledge
17	It has enhanced our work culture towards work (positive attitude)	serious to work
18	It has enhanced communication amongst staff.	Communication
19	It has also helped in improving report writing and submission.	Reporting
20	Introduction of Report Check list (Submission of Report Check)	Reporting
21	Introduction of pilot demonstrations especially mushroom.	technology improvement at farmer level
22	Introduction of ADEOs	ADEOs
23	Introduction of ADEOs	ADEOs
24	Introduction of Micro Projects	Micro project
25	Interpretation of data for planning.	Plan
26	Interaction with field staff	Communication
27	Improved planning and monitoring skills	plan
28	imparted motivation in field workers	motivation
29	Forum for discussing problems	Communication
30	Exposed to appropriate technologies, e.g. Line marker, pushing weeder	technical capacity building
31	Coordination meeting enhancement	Communication
32	Communication on district plan and implementation	Communication
33	Collaboration / Solidification	Communication
34	Capacity building officers through in-service training	technical capacity building
35	Capacity building in QGIS	technical capacity building
36	Capacity building in Access	technical capacity building