



Module 3: Agricultural Extension Programme Management

Lead Author Mercy Akeredolu

Summary

Module Overview:

Over the years the pressure towards more participatory approaches, the need for extension organisations to demonstrate institutionalised responsiveness to those affected by their services, and accountability, triggered by fiscal crisis, have made agricultural extension a subject of restructuring and reforms since the early 1990s. At the national level, inappropriate public extension policies, limited public funds, lack of accountability, and growing rural poverty have prompted developing countries to re-examine the relevance of agricultural extension to rural development. In addition, agricultural extension faces the challenge of establishing a well-managed, effective, and accountable system that meets the needs of hundreds of thousands of farmers engaged in diverse and complex farming systems; the associated problems of monitoring and evaluating extension services and assessing their impacts; the dependence of extension on the performance of the agricultural research system and its feedback linkages; and inherent problems of ensuring political commitment and fiscal sustainability of agricultural extension. This module has been designed to introduce extensionists to key terms and concepts required to understand extension programme management and to begin building the knowledge, skills, and attitudes they require to manage extension effectively.

Target Audience: This module is a learning resource for extension professionals involved in the management and planning of extension programmes, including front-line extension personnel who manage projects and programmes at the field levels and extension managers at different levels.

Module Learning Objectives:

At the completion of this module, readers will be able to:

1. Define management and explain functions and goals of management
2. Explain the nature and scope of management
3. Describe extension programme types, need-driven programmes, and common features of extension programmes
4. Identify key tools for extension programme and programme planning and the concept of involvement and participation
5. Identify methods of organising and departmentalising in extension organisations
6. List theories of management and personnel management in extension organisations
7. Define motivation and explain how to motivate staff within an extension organisation
8. Discuss the importance of coordination and control within a pluralistic extension system
9. Understand management information system and the role in organizational management
10. Explain the concept of Monitoring, Evaluation and Learning (MEL) and its application for effective organizational management

Module Performance Outcomes:

The completion of units and sessions in this module will lead to:

1. Increased confidence in planning and managing extension programmes
2. Increased competence to organise and departmentalise extension organisation for effective programme planning
3. Ability to apply different tools in extension programme planning management
4. Ability to apply different management theories for effective personnel management in extension organisations.



5. Ability to design processes and methods of motivating staff within extension organisation
6. Apply Management Information Systems tools and techniques within an extension organisation
7. Ability to conduct MEL within the organisation

Unit 1: Meaning, Process, Basis/Theories and Practice of Extension Management

- Meaning and definitions of management, theories and principles
- Functions of Management:

Unit 2: Management Strategies under Extension Organisations/Approaches

- Public funded extension systems
- Privately funded extension systems

Unit 3: Leadership and motivation

- Leadership: Theory and practice.

Unit 4: Extension Programmes and Programme Planning

- Meaning and definitions
- Extension programmes, types, assumptions and principles
- Programme development cycle and steps in programme planning

Unit 5: Managing Organisational Change and Conflict Resolution

Unit 6: Involvement of Farmers and Programme Planning Tools

- Concept of involving farmers in planning extension programmes
- Typology of participation in programme planning process

Unit 7: Work Group Dynamics and Creativity

- Conceptualisation group dynamics
- Communication
- Techniques for dynamic groups

Unit 8: Time Management

- Defining goals and good time management
- Analysing energy allocation
- Identifying personal style of time management

Unit 9: Human Resource Management

- The meaning and description of human resources
- Human resource functions and activities

Unit: 10: Coordination and Control in Agricultural Extension Management

- Controlling for extension organizational efficiency
- Coordination in extension
- Pluralism in extension and coordination

Unit 11: Management Information Systems

- Information systems and web development
- Ethics of information system
- Enhancing decision making through management information systems

Unit 12: Monitoring, evaluation & Learning

- Monitoring for effective management



- Evaluation for effective management