



Module 3: Agricultural Extension Programme Management

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Summary

Module Overview:

Over the years, agricultural extension has moved towards a participatory approach. This has created a need for extension organisations to be more responsive to those using their services. Economic crises have triggered a need for increased accountability, restructuring and reform in agricultural extension 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 in rural development.

Agricultural extension faces the challenge of establishing a well-managed, effective, and accountable system that meets the needs of many farmers engaged in diverse and complex farming systems, as well as effectively monitoring, evaluating and assessing the impact of extension services. These challenges are the result of how dependent extension is on the performance of the agricultural research system and its feedback linkages as well as the inherent problems in ensuring political commitment and the economic sustainability of agricultural extension.

This module has been designed to introduce extensionists to the key terms and concepts required to understand agricultural 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 Performance Outcomes:

After completing this module, you will be able to:

1. List the theories and explain the practice of agricultural extension management:
 - Describe the basic concepts of extension programme management; and
 - Describe the theories, principles, process and functions of a good manager.
2. Differentiate between approaches to management strategies or extension organisations.
3. Explain the concept and relevance of leadership, motivation, and group dynamics in management:
4. Describe the importance of agricultural extension programmes and the process of programme planning
5. Explain the importance of farmer involvement and apply the tools of programme planning
6. Create an action plan for your time management process and identify ways to evaluate and improve your efforts
7. Explain the relevance of human resource management
8. Explain the importance of coordination and control within a pluralistic system of extension
9. Explain the management information system and its role in organisational management:
10. Explain how large-scale computer application system can assist with business management and operations.
11. Explain the concept of MELS and its application for effective organisational management:



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

- Meaning and definitions of management, theories and principles; and
- Functions of Management.

Unit 2: Approaches to management strategies of extension organisations

- Publicly funded extension systems; and
- Privately funded extension systems.

Unit 3: Leadership, motivation and group dynamics

- Leadership: Theory and practice.
- Work group dynamics and creativity

Unit 4: Extension Programmes and Programme Planning

- Importance of extension programmes and planning
- Extension programmes, types, assumptions and principles; and
- Programme development cycle and steps in programme planning.

Unit 5: Managing Organisational Change and Conflict Resolution

- Organisational change
- Conflict and conflict management

Unit 6: Involvement of Farmers and Programme Planning Tools

- Concept of involving farmers in planning extension programmes; and
- Tools in programme planning

Unit 7: Time Management

- Good time management and defining goals
- Analysing energy allocation
- Identifying personal style of time management

Unit 8: Human Resource Management

- Human resources management functions
- Legal implications of human resources management

Unit: 9: Coordination and Control in Agricultural Extension Management

- Organisational control
- The control process
- Principles of and barriers to coordination

Unit 10: Management Information Systems

- Basic information management systems concepts
- Working with management information systems staff
- Using computer application systems in management

Unit 11: Monitoring, evaluation & Learning

- Monitoring for effective management
- Evaluation for effective management