

BLOCK 4
EXTENSION SUPPORT FOR RURAL

BLOCK 4 EXTENSION SUPPORT FOR RURAL DEVELOPMENT

The Block is dedicated to extension support for rural development by giving detailed account of various communication services in support of rural development, management dimensions of extension organizations, principles and practices of communication in organizations in rural development and economic strategies for rural development through extension. Block covers four units as detailed below:

Unit 1 deals with various communication services needed to support rural development. It highlights role of communication in catalyzing development. Planning and execution of communication strategies have been dealt with in details. Several case studies have been cited to illustrate effect of communication in rural development and ways to evaluate them.

Unit 2 deals with description of the concepts, objectives and functions of management and approaches to developing management strategies. Examples, uses and key terms have been given to make the text understandable.

Unit 3 has highlighted the process of communication at different levels of organization. Besides, it also describes media used in organizational communication. Steps for effective communication in organizations have also been covered.

Unit 4 deals with economic strategies in extension for rural development by emphasizing on rural poverty and its various dimensions, concept of development, contribution of agriculture in rural development as well as strategies and interventions needed to catalyse rural development.

UNIT 13 COMMUNICATION SUPPORT

Structure

- 13.0 Aims and Objectives
- 13.1 Introduction
- 13.2 Communication Support for Rural Development
- 13.3 Problems in Communication Encountered in Rural Development
- 13.4 Characteristics of Support Communication
- 13.5 Philosophy and Scope of Support Communication
- 13.6 Communication Strategy
- 13.7 Approach to Communication Planning and Design
- 13.8 Planning of a Communication Strategy
 - 13.8.1 Communication Planning
 - 13.8.2 Management Planning
 - 13.8.3 Manpower Training
 - 13.8.4 Implementation
 - 13.8.5 Summative Evaluation
- 13.9 Communication Support
- 13.10 Case Studies on Successful Initiatives Applying Communication Support
 - 13.10.1 Chhatera Experiment
 - 13.10.2 Radio Mewat
- 13.11 Let Us Sum Up
- 13.12 Suggested Readings
- 13.13 Check Your Progress

13.0 AIMS AND OBJECTIVES

After reading the Unit, you will be able to:

- Understand the role of communication support in rural development;
- Identify the problems in communication encountered in rural development;
- Know about the characteristics of support communication;
- Discuss the philosophy and scope of support communication; and
- Learn about the approaches to communication planning and design.

13.1 INTRODUCTION

The practice of communication support in the broad context of rural development could be understood as a multi-sectoral process in which the information is shared about developmental agendas requiring planned

actions. It is a planned process to link the policymakers, beneficiaries and implementors, and donors in development. The communication support is complemented with an effective feedback mechanism to provide proper direction to the intervention. The benefit associated with the support system is that it necessitates the planning bodies and implementing agencies to provide an exact blueprint of their aims and objectives in the development and the provision of opportunities for the beneficiaries to participate in the developmental process.

13.2 COMMUNICATION SUPPORT FOR RURAL DEVELOPMENT

Communication is mostly understood as a linear process resulting in exchanging ideas and information, acquiring knowledge, or resulting in persuasion. However, communication also contains a shared meaning and is influenced by the cultural, political and economic contexts making it interwoven and dependent on each other. Development is a gradual process through which the conditions of society are improved. At the intersection of communication in rural development and development support communication lies the communication support that involves the strategic use of communication in the complex web of social situations to bring sustainable development.

The rural development processes in developing countries mostly revolve around rural people's needs to improve their socio-economic status. The necessary interventions put to use are the technological advancements and the input support for using the technologies. While these are helpful in the development context, they are not alone sufficient to drive the desired progress.

The last decades' developmental efforts have started to focus more on the other important factors like human capacity development and access to relevant information, knowledge, and services (Acunzo, 2014).

The primary cause of any developmental process's failure is mainly attributed to two reasons: ineffective communication and lack of participation from the stakeholders in the process. The technical information available to the developmental workers is mostly in complex language requiring greater comprehension. Thus, it involves communication planning for an effective understanding of the development workers with helpful support in processing messages relevant to media selected for communication.

13.3 PROBLEMS IN COMMUNICATION ENCOUNTERED IN RURAL DEVELOPMENT

The developmental programmes in India lack a well-planned and systematic communication support system. This results in different problems in rural development of varying magnitude. The major problems in communication encountered in rural development could be attributed to the following factors:

- a) **Diverse audiences:** The villages in India are very diverse in terms of culture, languages, customs, and traditions. One fit-for-all strategy is not always applicable in such environments. As such, the communication needs to be custom designed for the audience.
- b) **Positivity bias:** There is a tendency among the developmental staff working on the ground to report positive information about the target groups. This leads to insufficient feedback from the ground leading to improper implementation of the planned interventions.
- c) **Low ratio of extension workers:** The extension workers working on the ground are less in number, and also, they are not good communicators. The technical education needs to be complemented with efficient communication ability to influence the rural clientele. The importance of clear and effective communication mostly lacks in the knowledge domain.
- d) **Lack of planned approach:** The various rural development projects in agriculture, education, health and family planning, nutrition, etc. are implemented by agencies independently with limited possibilities for linkage and collaboration. This results in the inefficient working of communication support strategy.
- e) **Media reach and exposure:** The reach of media in the last two decades could not be discounted, but the spread is still deficient in many villages. Internet reach and connectivity are still demanding. Only a limited number of people are exposed to information through social media and other mainstream media channels like television and print media.

13.4 CHARACTERISTICS OF SUPPORT COMMUNICATION

The support communication is characterized by several components, which are briefly discussed below:

- a) **Reach and development at micro-level:** The primary aim of support communication is to reach the grassroots level to the smallest unit of the society.
- b) **Deals with target-oriented developmental objectives:** The problems pertain to the particular scenario and need targeted solutions in the same context.
- c) **Working with multiple variables at the same time:** The working at grassroots level involves working with several factors at the same time, which influences the communication process. The factors need to be studied carefully before making any critical decision since any casual assessment could interfere with the selected goals.

13.5 PHILOSOPHY AND SCOPE OF SUPPORT COMMUNICATION

The philosophy and scope of support communication are concerned with the following aspects:

- a) The support communication focus is centered around the latest efforts and technologies to influence change in the selected area.
- b) It has roots in the participatory communication process for educating rural people.
- c) The aim is to target the audience for achieving the underlined goals of change and development.
- d) It works interactively with the identified community to create awareness.
- e) The philosophy is concerned about motivating the audience with the use of all means of communication.

13.6 COMMUNICATION STRATEGY

Communication Strategy is developed to:

- enhance the level of understanding of the project through the whole developmental process. Also, the way in which the key information is presented to the target audience/ stakeholders of the project through the use of effective communication tools is explained through the strategy.
- provide continuous communication of affairs pertaining to the project, ensure implementation and impart updates on the project to the concerned.
- ensure a system for eliciting feedback and provide a mechanism to act on it.
- identification of suitable measures for the implementation of the strategy along with the budgeting requirements.

13.7 APPROACH TO COMMUNICATION PLANNING AND DESIGN

The following factors must be kept in mind before the implementation of a comprehensive communication approach in rural development:

- a) Need assessment/information gathering: The key developmental priorities should be established using field surveys, community consensus, interviews, and focused group discussions with field workers and subject matter specialists. Along with it, the assessment of media channels available to the target audience should also be considered to ascertain the availability of technological inputs at the disposal of the audience.
- b) Decision-making/development of strategy: The needs are to be

prioritized to select the most important one. The project objectives, identification of target groups, baseline survey to understand knowledge, attitude, and practices (KAP) of the audience, the setting of specific communication objectives, multi-media mix, and message design strategies need to be established.

- c) Implementation: The drawing of an action plan, production and testing of field test samples of media materials, revision and finalization of media materials, training of field staff in content and use of materials, and monitoring needs to be established.
- d) Evaluation: The small-scale field evaluations should be carried out at strategic points during the process to get an idea of the changes required. This would enable the successful launch of the communication process in a full-fledged manner in the near future.

The successful planning of communication strategy in rural development requires the support of baseline data to determine the most feasible, practical, and cost-effective approach. The communication plan involves the integration of strategic planning and management planning. Strategy planning deals with the problem and how communication is used to solve the problem. Management planning is concerned with the action required for the implementation of the strategy.

Check Your Progress 1

Note: i) Write your answer in the space given below.

ii) Compare your answers with those given at the end of the unit.

- 1) Explain the need of communication support in rural development.

.....
.....
.....
.....

- 2) What are the factors to be considered for effective communication planning and design.

.....
.....
.....
.....

13.8 PLANNING OF A COMMUNICATION STRATEGY

Communication is a continuous activity in any organization which serves the community and is connected to it. The overall purpose, the audience of the media, messages and channels may keep on changing, but the overall goal to

maintain relationships with the members of the community is always intact. Thus, the communication plan is revised in accordance with the needs of the community throughout the existence of the institution.

Communication strategy is a holistic plan for ensuring the successful functioning of all the components of the project. Planning provides a path for the fulfilment of the objectives set for the project. In order to develop an effective plan, the following questions need to be answered:

- The purpose of communication with the community?
- Who do you want to communicate?
- What do you want to communicate?
- How do you want to communicate?
- Whom should be contacted for the use and distribution of the messages?

The answers to the above questions would constitute the action plan for the successful communication with the audience. The rest of the communication plan involves the

- Implementation of the action plan
- Evaluation and assessment of the communication efforts and suitable adaptation.

The communication plan is mostly a working document containing further specifics of each approach presented in the Communication Strategy. For instance, if state-wide presentations were to be given, the exact date, time, place, the presenter (s), delivery method and list of attendees would be recorded in the communication plan rather than communication strategy, as these specifics are mostly subject to change.

An Example of Project Communication Strategy Action Plan

Target Audience/ Stakeholder Group	Aim	Communication Tools	Action taken by?	When?	Costs involved?
The identification of target audience by examining: Who is the initiative/ project going to benefit? What are the main stakeholders, both internal and external?	What do you plan to convey to the group of stakeholders? What are the key points that group of stakeholders need to consider and act on?	For the stakeholder(s) classes, which communication methods/ tools are the most appropriate? For example: electronic, oral, pictorial, written, etc.	Who will be responsible for the implementation of each action?	When does the action have to be implemented?	What are the costs linked to each action?

Check Your Progress 2

Note: i) Write your answer in the space given below.

ii) Compare your answers with those given at the end of the unit.

1) Explain the importance of planning in formulation of an effective communication strategy?

.....
.....
.....
.....
.....

13.8.1 Communication Planning

Principles of Strategic Communication Planning

Strategic Communication Planning has been described as the coherence and/or coordination of actions, images, and words to achieve a desired effect.

The principles of strategic communication planning are:

a) The hierarchy of messages should be organized to maintain the consistency of the presentation.

The principle of consistency of messages in the presentation represents the information to be communicated organized in a hierarchy. The messages which are on the top are the most important and are fewer in number. The messages appearing lower in the hierarchy should run in order and should elaborate the above messages. The category of the messages is:

The main message: The central idea should be conveyed clearly to the audience. It is the crisp one-sentence story of the main message.

Primary messages: These messages follow the main message but are fewer in number. Primary messages help in the bifurcation of the message content into different parts for the ease in communication.

Secondary messages: These are the ideas which needs to be communicated to the audience. It could be omitted if not found to be useful without effecting the consistency of the message flow.

Tertiary messages: These messages are good for communication to the audience, but might be skipped considering the limitations of space and budgetary requirements.

b) Use of a common attribute of the subject to provide a flow.

This principle mainly uses the time and place component to provide a sequence to the subject matter. Time places the subject matter in the prior time frame and provides a connection between the two events. A

story could be created by passing through time and place component and creating an interrelationship between the two.

- c) Proper ordering of the concepts so that the former leads to the understanding of the latter.

The underlying principle related to this criterion is based on ordering in which the understanding of one concept leads to the other. In this principle, the entire subject matter is divided into a series of concepts in succession for better illustration of the idea.

- d) Provide a notable introduction and ending.

The principle is based on providing importance to the start and end of the subject matter. These are the first and the last points that are observed by the audience. The introduction provides an overview to the audience on what is expected from the subject, while the conclusion provides the summary to whatever has been described previously.

- e) Communication using various representations and media channels.

How you express a concept is a representation, and what you communicate it with is a medium. For example, one can explain how an Automated Teller Machine (ATM) functions with the help of a working model or live demonstration etc. In this way, the illustrations with the help of videos, text and images, and physical model could be effective for successful communication.

- f) Enable various levels of participation and comprehension.

The various degree of interest in the audience is compensated by this principle. Different part of the content is imbibed in different stages so there should be enough information on the topic to keep the audience engaged. Also, there is a need for a summary for understanding the most important facts at a glance.

13.8.2 Management Planning

An effective management planning process includes the evaluation of long-term objectives set by the organization. This necessarily requires the efficient scheduling and coordination of a large number of communication activities. The planning personnel is responsible for arranging the communication activities in a sequential way, estimate the time and resources required for each activity, and keep a constant vigil on the schedule as the programme progresses. The schedule so developed should be proportionate with the time set for the project and the resources should be used optimally. Given the diverse nature of the project, it is sometimes difficult to plan it effectively, but it is necessary to hold someone accountable for the work. There are three scheduling techniques.

- a) *Program Evaluation and Review Technique (PERT)*

PERT is a scheduling technique for the flow of tasks in the project along

with the estimation of time required for the completion. This technique is useful to represent the dependence of one task on the other. In order to schedule a project using PERT, the activities need to be defined along with their arrangement in an orderly fashion with milestones to be achieved. Proper understanding of the possibilities concerning the flow of project resources helps the management to achieve the most efficient and useful project path.

b) *The monthly work plan*

A monthly work plan is a one-month work plan which is used at a team level or a project level. The team member of the project can do the individual monthly work plan. The project coordinator or manager then consolidates the individual work plans and prepares a project monthly work plan.

c) *Critical Path Method*

The critical path method (CPM) is helpful in understanding the longest and shortest possible timeline for the project. With CPM, the critical tasks can be marked and the one which could be easily handled could be identified. The estimate on how long each task may require is calculated along with the addition of milestones and deliverables to the project.

13.8.3 Manpower Training

Upon designing the communication strategy, the implementing personnel needs to be trained to execute the planned activities. The implementing personnel should be trained taking into consideration the context of the training, culture systems and techniques so as to utilize them in their future work.

13.8.4 Implementation

At the stage of implementation, the communication strategy comes to life. The implementing personnel involved should be appraised of the task to be performed and the problems encountered during the process. The monitoring of the activities should be performed along with effective problem solving to facilitate the implementation process.

13.8.5 Summative Evaluation

The summative evaluation is conducted at the end of the communication process to measure the overall functioning of the communication strategy. It also leads to the evaluation of the communication activities. The overall objectives of summative evaluation are:

- a) analyze the process of implementation, with a focus on the participation of each member of the process.
- b) identify the impact or changes that have occurred due to the communication process

- c) identification of problems and constraints encountered during the process
- d) Utilize the feedback obtained for policy formulation for the future projects.

Program evaluation is thus performed at the end of the course to know the extent to which the objectives previously fixed have been accomplished. It also indicates the degree to which the participants have mastered the course content.

Check Your Progress 3

- Note:** i) Write your answer in the space given below.
ii) Compare your answers with those given at the end of the unit.

- 1) Briefly describe the principles of strategic communication planning.

.....
.....
.....
.....
.....
.....

- 2) Explain the importance of summative evaluation in the communication process.

.....
.....
.....
.....
.....

13.9 COMMUNICATION SUPPORT

Communication support could be defined as the process used by the organization to convey information and communication resources for the achievement of the goals. Communication in day-to-day life takes many forms and the communication resources mostly used are communication materials and media, equipment, facilities, money and manpower etc. The different aspects of communication impacted are speech, language and/or social communication skills.

Communication support is broadly a unit of development organization whose function is smoothen the process of communication by offering services such as technical writing, editing services, copyediting, audio-visual production, printing, graphics arts, information management and retrieval etc. The various components of the communication support services can be explained as:

Technical writing: It is an audience-centered means of communication that documents the process and provides the reader with a clear and easy access to information. The technical writer writes the documents in specific formats using explicit information for clear understanding of the readers.

Editing services: Editing involves making revisions to the core content for improving the accuracy of the language, structure and accuracy. It also involves the checking for grammatical mistakes and spell-check.

Photography: Photography is the art or process of image production using slides, movie production, or photo production.

Visual and audio-video production: The development and production of visual and audio-video component such as slide-tape presentations, films, television programmes, and other teaching aids.

Information management and retrieval: This is important for retrieving the research studies and technical information and further disseminating the information.

Graphic arts: The graphic arts cover a broad range of visual artistic information produced mostly on a two-dimensional surface for the easy representation of the content.

Printing: Printing helps to produce a large number of copies quickly for the dissemination of information.

Organization of Development Support Communication

The linkage between the development communication support strategies and different welfare programmes need to be established for proper implementation of the intervention. In that case, it is essential to organize the tasks to be achieved in a structured fashion in the organization. The United Nations has implemented the development support communication in all the developmental programmes following a structured intervention:

Development Support Communication Unit (DSCU)

The development support communication unit in case of communication planning and support services could be divided into three parts:

- a) **Programme section:** This section is engaged in development of a plan in consultation with the support staff of the organization. The selection of information tools for the dissemination of the message, selection of media, script designing and monitoring and evaluation is catered by the programme section.
- b) **Production section:** The photography, printing, graphical design, audio/video recording, mass production, storage and maintenance of the communication material is taken care by the production section.
- c) **Distribution section:** The inventory, storage and distribution of the internal and external media along with the library of the media is maintained by the distribution section.

The communication support staff from the three sections should work in collaboration with each other in accordance with the objectives of the developmental organization.

Check Your Progress 4

Note: i) Write your answer in the space given below.

ii) Compare your answers with those given at the end of the unit.

1) Mention the three essential sections of development support communication unit.

.....
.....
.....
.....
.....

13.10 CASE STUDIES ON SUCCESSFUL INITIATIVES APPLYING COMMUNICATION SUPPORT

The developmental communication strategy and policies have experienced a widespread change since the 1950s. The development communication developed as a branch of agricultural communications which includes areas such as health, education, housing etc. All of these components require a communication component, thus providing importance to the development communication context. During the 1950s and 1960s, the researches on communication and development was conducted on the third world/developing countries for meeting the policy objectives of the western countries.

Communication support in development communication is described as the use of communication for the purpose of national development. The founding fathers of development communication felt the need for better communication of the economic policies affecting the growth and development of the country. In developing countries which are mostly traditional and depend upon the rural sector, the access to media is found to be low because of low internet connectivity, low disposable income levels and low literacy rate. The access to communication channels and the participation of people in the developmental programme furthers the development networks. The effectiveness of the communication channels surrounding the information is also responsible for the proper working of the developmental initiatives.

13.10.1 Chhatera Experiment

The development journalism was experimented in India during the 1960s and 1970s. The noteworthy rural development work in this regard was performed

by Mr. B. George Verghese, the editor of the Hindustan Times in highlighting the profile of the audience, the problems and prospects associated with it at frequent intervals. He brought forward the struggles associated in the rural context like the need for food and water in the community through the Chhatera experiment. Chhatera is a village situated at a distance of 25 miles from Delhi, in Haryana. The first story on development journalism from the village was published on 23rd February 1969. The story was about the death of a villager because of the collapse of an old bridge. The story soon became a national story and the developmental initiatives started flowing in the village with the construction of a new bridge in place of the old. Also, there were regular visits by the developmental workers, private companies and government officials in the village. The facilities of bus transport, branch of nationalised bank was established soon. The bank provided a new opportunity for the villagers to apply for loans for the purchase of livestock, agricultural implements, irrigation facilities etc.

The news covering the development of the village was further published in the newspaper to provide actual information on the poverty prevailing in the villages to the masses. The newspaper also published fortnightly reports on the development of the village which was further studied by the developmental scholars as a case study. The project on the village was further conceived by the editor. Such project was thought to provide further insights on development communication to other countries of the world. The success of the Chhatera experiment was widespread extending to different parts of the country. The developmental journalism was further extended to the adjoining villages of Chhatera namely, Majra and Barota in 1972. In case of Majra village, the weaving community formed a cooperative society for better business opportunities. They were oriented on business development skills by the members of the civil society and the governmental organizations, providing them the necessary support for exporting their product. In the latter village, a nurse school was established by the newspaper Hindustan times and Yuvak Kalyan Sabha to educate the students from the village. The school was also provided with a mobile library for the ease of the students. The newspaper continued to have a weekly column on developmental experiments conducted in the villages.

13.10.2 Radio Mewat

Radio Mewat is a community radio operated by an NGO in Mewat district, Haryana. Mewat is one of the most backward districts in the country in terms of media penetration, but the high mobile phone penetration has led it to a potential radio listening audience base. It started in the year 2010 broadcasting for 14 hours in a day and reaching a radius of 25 km. area. Although the district is located at a distance of just 45 km. from the popular economic hub, Gurgaon, still the development activity was lacking because of constant resistance from the local community. The programming of the radio is dependent on needs and issues felt by the community. Thus, the

content of the radio was conceived with the active participation of the community. The majority of the content (over 90 %) aired on the radio was particular to the region.

The radio played a role in improving the quality of life of the audience by acting as a platform to provide education (both formal and non-formal) to the members of the community. The areas such as health, financial inclusion, agriculture and rural development was considered as an important gateway. The live telephone programme to get the problems regarding health addressed by the doctors sitting in the radio studios was very popular. The radio is also helping in improving local governance by connecting the local police with the common people directly. The police make important announcements like reports on local crime, status of pending police cases, traffic control, *khaps* etc. for increasing the connect among the people. Further, the programmes on the working of panchayati raj institutions, various schemes and initiatives of the government provide knowledge.

The radio is acting as a bridge to connect the community and the local administration. The radio has been successful in creating trust and confidence among the community members which could be assessed on seeing the participation of the local people in the programmes offered. The open-door policy of the radio station has enabled the residents of the district to come forward and provide a voice to the issues faced by them.

13.11 LET US SUM UP

Communication support is essential for the important information to be conveyed through the appropriate medium to the right people. To increase the efficiency of the rural development initiatives, it is essential that the stakeholders are sharing a common understanding. Without complete information, it is difficult to successfully accomplish the tasks associated with the initiative. It is further complemented with an effective feedback mechanism to provide a direction to the change process.

The approach to communication planning and design comprises of comprehensive need assessment surveys to identify the current status and interventions desired, the development of a successful strategy for the change process, implementation of the plan and an evaluation to judge the overall merit of the intervention with the help of some set standards or pre-determined criteria. The planning of a communication strategy is necessary to ensure the holistic working of all the components of the intervention. The communication strategy should be developed in a way to ascertain the consistency of the messages in an order. The designing of messages.

The principle of consistency of messages in the presentation represents the information to be communicated organized in a hierarchy. The messages which are on the top are the most important and are fewer in number. The messages appearing lower in the hierarchy should run in order and should

elaborate the above messages. The messages appearing lower in order should provide an explanation to the messages appearing higher in order. The management planning is also an essential component for the achievement of long-term goals of the organization. It requires the efficient scheduling and coordination of the planning activities. The commonly used scheduling techniques are Programme Evaluation and Review Technique (PERT), the monthly work plan and the critical path method. The summative evaluation of the activities at the end of the programme is also essential to measure the overall functioning of the planned interventions.

The communication support services in an organisation to convey necessary information for the achievement of goals could be attributed to the editing services, technical writing, photography, visual and audio-video production, graphic arts etc. The different sections of the development support communication are the programme section, production section and the distribution section which is engaged in successful planning and implementation of the developmental initiatives. The communication support staff from the three sections should work in collaboration with each other in accordance with the objectives of the developmental organization.

The noteworthy case studies on successful communication support initiatives in context of rural development are Chhatera experiment. This pioneering work in rural development was performed by Mr. B. George Verghese, the editor of Hindustan Times newspaper to highlight the problems of rural audience among the urban elite. The experiment was very successful resulting in lots of developmental programmes in the village. It provided a new context to the developmental communication intervention throughout the country. The Radio Mewat is another development intervention in terms of the role of radio for improving the quality of life of the members of the community.

13.12 SUGGESTED READINGS

Verghese, B. G. (1976). Project Chhatera—an experiment in Development Journalism. *Media Asia*, 3(1), 5-12.

OSOU (2019). Development Communication: Concepts and Models. *Odisha State Open University*. Retrieved from <https://egyanagar.osou.ac.in/slm-development-communication-concepts-and-models.html>

Smartngo (2020). About Radio Mewat. Retrieved from <https://smartngo.org/projects/radio-mewat/>

Bhatia, C. (2016). Democratizing the rural development in India: A case study of Radio Mewat. *Journal of Content, Community and Communication*, 4(2), 58-65.

Design Principles for Effective Communication
<http://www.ai.mit.edu/projects/infoarch/publications/mfoltz->

thesis/node7.html

FAO (2002). The Design and Implementation of National Information and Communication Policies for Sustainable Development in Africa: Issues and Approaches. Communication for Development - Manual 4: A Bilingual Regional Workshop: Methodologies for Designing and Implementing Multimedia Communication Strategies and National Communication Policies Niamey, Niger 1-5 April 2002. Retrieved from <http://www.fao.org/3/Y4338E/y4338e07.htm>

Acunzo, M. (2014). Communication for Rural Development: Sourcebook. Food and Agriculture Org. Retrieved from <http://www.fao.org/3/a-i3492e.pdf>

Rehman, S.T. (2017). Communication and Extension in Rural Development. Odisha State Open University, RD-09, Block-03.

TAFE NSW (2020). Developing a Communication Strategy. Retrieved from https://sielearning.tafensw.edu.au/MBA/9791K/BusinessServices/LO/1207_020138_608K_02_wi/1207_020138_608K_0232_wi.htm

Oepen, M. (2006). Strategic Communication for Sustainable Development: A conceptual overview. *GTZ Rioplus-Environmental Policy and Promotion of Strategies for Sustainable Development*. pg, 36. Retrieved from <https://www.cbd.int/cepa/toolkit/2008/doc/strategic%20communication%20for%20sustainable%20development.pdf>

Melkote, S.R 1991. Communication For development in the Third World, Sage Publication, New Delhi

Nair, K.S. and Shirley White. 1987 Participatory Message Development: A Conceptual Framework, *Media Development*, 34(3):36-40

13.13 CHECK YOUR PROGRESS

Check Your Progress 1

- 1) The need of communication support in rural development is essential to improve the socio-economic needs of the rural people. The necessary interventions are necessary for the development of the rural society and effective implementation of the developmental programmes.
- 2) The factors essential for effective communication planning and design are need assessment/ information gathering, decision making strategy, implementation and evaluation.

Check Your Progress 2

- 1) The planning process is essential for an effective communication strategy to ensure the successful working of various components of the project. This is important to answer the questions in relation to the successful implementation of the project on the ground.

Check Your Progress 3

- 1) The principles of strategic communication planning is essential to understand the hierarchy of the messages along with creation of a common flow between them. The ordering of the concepts is also essential to establish a flow between the different components. The notable introduction and editing along with the communication at various levels of participation and comprehension also needs to be considered.
- 2) The summative evaluation in communication process is essential to assess the results of the programme and the development achieved during a particular period of time.

Check Your Progress 4

- 1) The three essential sections of development support communication unit are the programme section, production section and the distribution section.



UNIT 14 EXTENSION MANAGEMENT

Structure

- 14.0 Aims and Objectives
- 14.1 Introduction
- 14.2 Extension Management
 - 14.2.1 Definition of Management
 - 14.2.2 Principles of Management
 - 14.2.3 Scope of Management
 - 14.2.4 Evolution of Management Thoughts (Theories)
 - 14.2.5 Functions of Managers/Management
 - 14.2.6 Management by Objectives in Organisations
 - 14.2.7 Decision-Making
 - 14.2.7.1 Participative Decision-Making
 - 14.2.7.2 Group Decision-Making Techniques
 - 14.2.8 Effective Organising
 - 14.2.9 Staffing
 - 14.2.10 Performance Appraisal
 - 14.2.11 Delegation of Authority
 - 14.2.12 Leadership
 - 14.2.13 Project Planning and Management
 - 14.2.14 Forecasting
 - 14.2.15 Human Relations at Work
 - 14.2.16 Team Building
 - 14.2.17 Total Quality Management
- 14.3 Approaches to Management of Extension Organisations
 - 14.3.1 Public Funded Extension System
- 14.4 Key words
- 14.5 Abbreviation
- 14.6 Suggested Readings
- 14.7 Answers to Check Your Progress

14.0 AIMS AND OBJECTIVES

After studying the unit, you can understand:

- Theories and explain the practice of agricultural extension management;
- Differentiate between approaches to management strategies or extension organisations;
- Concept and relevance of leadership, motivation, and group dynamics in management; and
- Management of extension organisation.

14.1 INTRODUCTION

Management is usually connected with organizing, selecting executives or personnel, establishing plans, measuring results, and coordinating, controlling and delegating activities. Extension services are essential in enabling farmers to improve their practices and help them respond to emerging challenges. Knowledge, ideas and skills gained through extension programmes can help farmers increase their productivity, reduce losses and gain better access to markets. Extension services are considered to be proactive, responsive and collaborative. There is need to manage extension services on scientific principles. This module aims to discuss critical areas of extension management.

14.2 EXTENSION MANAGEMENT:

14.2.1 Definition of Management

Harold Koontz defined management as "the art of getting things done through others and with formally organised groups." F.W. Taylor defined it as "art of knowing what you want to do and then seeing that they do it in the best and the cheapest manner." While Henri Fayol defined it as "to forecast, to plan, to organize, to command, coordinate and control activities of others." It is process by which human resources, physical resources, job tasks and technology are effectively combined to achieve organisations goals and objectives.

14.2.2 Principles of Management

- Good management relies on delegating tasks by dividing work into smaller tasks and assigning each task to someone in the workforce who has the skills and ability to do the job the best;
- A good manager exercises authority when assigning tasks and take responsibility for their decisions;
- Discipline in interpersonal relationships and respect for authority within the organisation is must for proper function.
- Management must always act in the best interest of the organisation they serve and employees must be treated fairly without any bias.
- Motivation of employees helps in enhancing productivity.
- Team spirit and mutual understanding in the workplace helps them work together efficiently.

14.2.3 Scope of Management

Management covers different aspects like production, marketing, finances and personnel.

Production management is responsible for planning, organising, directing and controlling all production functions within an organisation.

Marketing management is responsible for identifying consumer needs and then putting everything in place so that the goods and services can be delivered to satisfy those needs. It includes market research and advertising and choosing the correct channel of distribution. Salespeople will report to marketing management.

Financial management is responsible for making sure that an organisation has enough financial resources available for operation. They are responsible for calculating costs of projects and then choosing the correct sources of funding to suit a specific project.

Personnel management is responsible for recruiting, selecting, and training employees as well as for managing compensation, promotions and transfers, and employee welfare services. They are responsible for keeping employee records in an organisation.

14.2.4 Evolution of Management Thoughts (Theories)

Management theories can be divided into three theories — classical theories, neo-classical and modern theories as detailed below.

A) Classical Theories

Three important theories viz. theory of scientific management, administrative theory and theory of bureaucracy are part of the classical theories.

1) Theory of Scientific Management

Frederick Taylor developed this theory for maximizing workers' capacity and profits (high wages and low labour cost) through cooperation of workers and managers. He suggested the techniques of "time and motion studies" and "piece rate system". Primary focus of the theory is on tasks and it stresses on task analysis by breaking down task into simple steps and matching the individual's capacity with the requirement of the task. It is also called as management by systems and standards.

2) Administrative Theory

Administrative theory was developed by men of action i.e. practicing managers. The major element of the administrative theory are the principles of management, concept of line and staff, committees and functions of management. Henri Fayol, the pioneer of administrative theory talked about fourteen principles of management .

- Division of Work — limited set of tasks
- Authority and Responsibility — right to give orders
- Discipline — agreements and sanctions
- Unity of Command — only one supervisor
- Unity of Direction — one manager per set of activities
- Subordination of Individual Interest to General Interest

- Remuneration of Personnel — fair price for services
- Centralisation — reduce importance of subordinate's role
- Scalar Chain — Fayol's bridge, gang plank
- Order — effective and efficient operations
- Equity — kindness and justice
- Stability of Tenure of Personnel — sufficient time for familiarity
- Initiative — managers should rely on workers' initiative
- Esprit de corps — “union is strength” “loyal members”

3) Theory of Bureaucracy

Max Weber proposed the theory of bureaucracy. And described the principles and elements of management. He stressed that worker should respect the “right” of managers to direct activities dictated by organisational rules and procedures. He believed bureaucracy as the most efficient way to set up organisation and administration as it is based on the rational action of individuals and rational legal authority. He described some of the elements of the bureaucracy:

- a) Elements of bureaucracy
- b) Hierarchy
- c) Rules, regulations and procedures
- d) Professional qualities
- e) Free selection by ability
- f) Training and experience
- g) Impersonal, formalistic orientation
- h) Free contractual relation
- i) Regulation
- j) Fixed salary
- k) Career aspect
- l) Tenure and pension right
- m) Promotion-by seniority
- n) Maximises vocational security
- o) Legal authority and power
- p) Workers do not own technology

B) Neo-classical theories

Neo-classical theories are built upon the foundation of classical theory and are known as Human Relation Movement (HRM). Maslow proposed need hierarchy theory of motivation. Douglas McGregor proposed theory X and Y and William Ouchi gave theory of Z. Herzberg's Motivation-Hygiene

Theory, Likert's Five management styles, Blake Mouton's Managerial Grid, David McClelland's three need theory and Stacey Adams Equity are parts of neo classical perspective, Organisations are group of persons with common objectives. Neo classical theories emphasize on individual, group and participative management.

C) Modern theories of management

These are also called as system analysis of organisation. Organisations are structured process in which individuals interact for objectives. Use of systematic mathematical/ statistical models help to understand interrelation of management workers in all respects. Three major approaches are followed in modern theories.

- 1) Quantitative or Mathematical Approach or Management Science Approach.
- 2) Systems Approach.
- 3) Contingency/Situational Approach.

1) Quantitative or Mathematical Approach

It gives quantitative basis for the decision-making in organisation and considers management as system of mathematical or statistical models and processes. They believe that all aspects and phases of management can be expressed in quantitative terms for analysis which has contributed to development of orderly thinking among the managers.

2) System Approach

This approach viewed organisation as an organic and open system, which is composed of interacting and interdependent parts, called subsystems. The major characteristics of the system is the inter-relatedness and inter-dependence of the parts. It stresses that organisation does not exist in vacuum, it is dynamic system as it is responsive to the environment. Organisation system has boundary that determines which part is external and which is internal.

3) Contingency Approach

It believes that managerial policies and practices must adjust to changes in environment. It accepts dynamics and complexities of the organisation. Managerial decisions cannot be based on any particular theory or universally applicable set of rules but should be contingent upon the need of organisation and environmental conditions. Managers should have sufficient human relations skill to accommodate and stabilise change.

14.2.5 Functions of Managers/Management

Luther Gullick described functions of managers in term of 'POSDCORB' that stands for Planning, Organizing, Staffing, Directing, Co-ordination,

Reporting and Budgeting.

Planning

Planning is deciding about future course of action to achieve the goals of the organisation. Koontz describes planning as deciding in advance — what to do, when to do and how to do. Planning ensures proper utilisation of human, physical economic resources of the organisation.

Organizing

This function of managers involves bringing together physical, financial and human resources. It involves assigning roles and responsibilities and developing productive relationship amongst the factors of production to achieve goals of the organisation. It involves identification of activities, grouping of activities, assignment of duties and responsibility etc.

Staffing

This function of manager deals with the identification and putting right man to right job. Kootz and O'Donnell described it as “manning the organisation structure through proper and effective selection, appraisal and development of personnel to fill the roles designed un the structure”.

Directing

It aims at increasing work efficiency of the organisation by involves supervision and monitoring of the activities of the employee. It involves motivating the employee to achieve higher productivity, providing better leadership and use of effective communication methods in the organisation for achievement of organisational goals.

Coordination

It deals with the establishing relationships among various parts of the organisation so that they all together pull in the direction of organisational objectives. It is bringing together all the organisational decisions, operations, activities and efforts so as to achieve unity of action for the accomplishment of organisational goals.

Controlling

This function of managers deals with the setting standards, measurement of performance of the employees against the set standard, and correction of deviation so as to achieve goals of the organisation. It is the process of checking whether or not proper progress is being made towards the objectives and goals and acting This function also encompasses the reporting and budgeting functions of the managers.

14.2.6 Management by Objectives in Organisations

Effectiveness of organisations can be enhanced by using Management by

Objectives (MBO). It is management model based on clear definition of objectives agreed by both management and employees. “MBO is a process or system designed for managing in which a superior and his subordinates sit down and jointly set specific objectives to be accomplished within a set of frame and for which the management is then held directly responsible”. Pursuit of a common objective focused on results on a time scale enhances likelihood of achieving them. Greater the participation in setting up a meaningful work with accountable results, greater the motivation for completing it.

14.2.7 Decision-Making

Decision-making is one of the important aspects of planning and management of the organisation. Stoner et.al defines decision-making as the “process of identifying and selecting a course of action to deal with a problem or to take advantage of the opportunities”. Thus decision-making is an act of making choice from possible alternatives. Luthans (2002) identified four stages in rational decision-making process.

- Investigation of the situation.
- Development of alternatives.
- Evaluation of alternatives and selection of the best one available.
- Implementation and monitoring of the decision: This stage involves allocation and deployment of resources to put identified alternatives into action

14.2.7.2 Participative Decision-Making

This is a type of decision-making process which involves all employees in the organisation. It is more democratic method of decision-making and recognises the contribution of every employee in achievement of organisational goals.

14.2.7.3 Group Decision-Making Techniques

Decision-making involving more than two persons can be called as group decision-making techniques. Delphi and Nominal Group Technique as two useful Group decision-making techniques help in effective decisions. Synectics and brainstorming are the other group decision-making techniques. The steps involved in nominal group technique (NGT) are as below:

- a) Generation of ideas in a silent manner by writing
- b) Sharing of ideas in a round-robin fashion, recording each idea on flip-chart or blackboard
- c) Group interaction around ideas for clarification and evaluation
- d) Explanatory group discussion
- e) Individual voting on priority ideas
- f) Group decision through rank ordering or rating.

Brainstorming: This technique was developed by Alex F. Osborn for problem solving based on creative thinking of the individuals. This is carried out in a group (6-8 persons), a problem is presented to the group and they are asked to generate solutions followed by free discussion and spontaneous thinking. No restrictions are placed but criticism is prohibited.

Synectics

Synectics is a Greek word meaning fitting together of diverse elements. It aims at stimulating novel and bizarre alternatives by combining distinct and apparently irrelevant ideas together. Members are selected based on their background and training. Leader states the problem to group. Nature of the problem is thoroughly reviewed and analyzed and group proceeds to offer potential solutions. The leader structures the problem in such a way that he can use various methods to involve the preconscious mind (role-playing, use of analogies, paradoxes, metaphors and other thought provoking exercises). Synectic is more useful for solving complex and technical problems.

14.2.8 Effective Organising

Effective organizing involves application of many important concepts. Some of them are mentioned below:

- a) Chain of command: It is line of authority that links all persons in an organisation and defines who reports to whom. This has two underlying principles involved viz. unity of command and scalar principle. Unity of command means employee should have only one supervisor and he should report to only one person. Scalar principle implies clearly defined line of authority that includes all employees in the organisation.
- b) Work specialisation: It is division of work. Jobs are divided into separate tasks and employee is asked to perform particular job only. e.g. Assembly line.
- c) Departmentation: Process of grouping activities into units for purposes of administration.
- d) Span of control: It is also called as span of management and refers to the number of workers who report to one manager. When manager has large number of subordinates, a wide span of management exists. Span of management varies from organisation to organisation.
- e) Management of conflict with clarifications
- f) Continuity: Organisational structure that helps achievement of organisational objectives for long period of time.
- g) Authority
- h) Delegation
- i) Decentralisation

14.2.9 Staffing

Staffing is basic and continuous function of the management. It deals with the identification and putting right man to right job. Koontz defined it as filling, and keeping filled, positions in the organisation structure. Staffing pertains to recruitment, selection, development and compensation of subordinates. It is closely linked to organising function of the management as it plays role in setting structures of roles and positions. Various stages involved in staffing include manpower inventory, recruitment, placement, induction and orientation, remuneration- monetary compensations provided to employee for their work, performance appraisal, training and development and promotion, transfer, termination and layoff.

14.2.10 Performance Appraisal

Performance appraisal is one of the important sub-functions of staffing. It is the systematic evaluation of an individual with respect to performance on the job and his potential for the development. Individual's performance is measured against factors such as knowledge of job, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, versatility, judgement, health etc.

14.2.11 Delegation of Authority

It means devolution of authority to subordinates to make them perform the assigned duties or tasks. It is the process by which managers make it possible for others to share the work of accomplishing organisational objectives. Delegation of authority involves the stages like assignment of tasks and duties; granting of authority; and creating responsibility and accountability. Delegation helps in, minimising workload of manager, avoiding wastage of time, increasing morale and motivation of the employee and avoiding delay

14.2.12 Leadership

Leading is the art of influencing and motivating the people to achieve the common goals. Managerial leadership can be defined as the process of directing and influencing task related activities of the group members. Thus leadership involves the leader, followers, unequal distribution of power and use of power to influence the behaviour of the followers or employee. Along with the intelligence, leader also should possess the qualities of integrity, honesty, good communicator, having good social memory, equally concerned with the means and ends.

14.2.13 Project Planning and Management

Four important project management tools are as below:

- 1) Gantt chart
- 2) Network techniques (PERT and CPM)
- 3) Logical Framework Approach (LFA)

4) SWOT analysis

1) Gantt Charts

Gantt charts are useful for planning and scheduling projects and help in assessing how long a project should take, determine the resources needed, and plan the order of the tasks. These are the ways of showing activities displayed against time. It consists of activities on left and along the top is a suitable time scale.

2) PERT and CPM

Critical Path method (CPM) was developed and formally introduced as a tool for scheduling activities by DU Pont Company (USA) in 1958. The Programme Evaluation and Review Technique (PERT) was independently developed by the U.S. Navy and National Aeronautics and Space Administration of the United States in connection with the Polaris missile project. These techniques address themselves to determination of an optimal sequence of interdependent activities comprising a project or a programme.

Steps in Network Techniques

Network techniques (both CPM and PERT) involve essentially the following three steps :

- 1) Listing of activities
- 2) Developing activity interdependencies and network logic
- 3) Computational analysis.

3) Logical Framework Approach

The logical framework is a powerful tool for project design and management which distinguishes between lower and higher level project objectives showing how they are interlinked. The logical framework approach is appropriate for any level of planning (except strategic planning) and is used for designing and managing broad, long-term programmes to individual research projects.

4) SWOT Analysis

SWOT acronym stands for Strengths, Weaknesses, Opportunities and Threats. It is widely used analytical technique focussed on evaluation of internal and external factors affecting the success of the organisation. This technique is used to evaluate particular activities of the project to optimise its potential as well as to evaluate risks so that ways to mitigate the risk are identified. This type of analysis is generally done at the start-up phase of the project. For carrying out SWOT analysis internal and external factors within the SWOT analysis are evaluated. Internal factors include the Strengths and Weaknesses of the organisation while external factors include Opportunities and Threats. A typical SWOT matrix is shown in the below figure.

14.2.14 Forecasting

Forecasting is an important function of the managers that often precede the planning function and also important part of it. It is techniques of estimating relevant future events and problems based on past or present events or behaviours. Forecasting help the organisations through sound planning, coordination and control.

Delphi Method of Forecasting

Delphi technique uses informed and intuitive judgement to analyse the future through expert opinion. It is method for achieving convergence of opinion concerning real-world knowledge collected from experts on certain topics. The Delphi Method got the name from the legend of the Oracle at Delphi in ancient Greece. Legend says that those wishing to gain a glimpse into the future would gather in a special chamber within a temple dedicated to the God Apollo in Delphi town. They would listen to “the Pythia,” a woman, who channelled prophetic messages from the deity through the temple’s priests.

14.2.15 Human Relations at Work

It is based on assumption that happy worker is productive worker. Human relations plays important role in increasing productivity of the employee. Importance of human relations in organisation started since the Hawthorne experiment of Mayo. A dedicated and satisfied group of persons proves an asset to any organisation. Organisation consists of human beings and their satisfaction helps in improving human relations. A good manager should have good human relations skill i.e. the ability to interact effectively with people at all levels. Important factors that influence the human relation in the organisation are work environment, work-group, individual and leader.

Effective Relationship

Effective relationship is characterised by trust, mutual respect, understandings, mindfulness, welcoming diversity and open communication in an organisation. Effective working relations can be built in the organisation by using following strategies.

- a) Develop people's skill-particularly soft skills
- b) Develop trust
- c) Work with team
- d) Be respectful
- e) Identify relation needs of the employee
- f) Schedule time for building relationship
- g) More focus on emotional intelligence
- h) Appreciate others

- i) Develop positive thinking
- j) Be good listener

14.2.16 Team Building

It is essential to develop trust, common understanding and teamness for developing good relations and improve productivity. Team Building is a sequence of planned activities designed to gather and analyze data on the functioning of a group and to initiate changes designed to improve team work and increase group effectiveness.”

14.2.17 Total Quality Management

Total Quality Management (TQM) is a continuous effort by management and employee aimed at long term loyalty and satisfaction of customers. These are they set of management practices followed in any organisation, geared to ensure the organisation consistently meets or exceeds customer requirements. TQM is a never ending process of improving work processes. TQM is description of the culture, attitude and organisation of a company/service provider whose aim is to provide and continue to provide its customers with products and services that satisfy their needs.

Check Your Progress 1

- Note:** a) Write your answers in the space provided.
b) Check your answers with the key given at the end.

1) What are the principles of management?

.....

.....

.....

2) List different theories of management

.....

.....

.....

3) List the management functions

.....

.....

.....

4) What are different elements for team building?

.....

.....

.....

5) What is the importance of forecasting in organisations?

.....
.....
.....

14.3 APPROACHES TO MANAGEMENT OF EXTENSION ORGANISATIONS

The organisations involved in agricultural extension management can be categorised as publicly funded extension systems and privately funded extension systems. In India, a range of various forms of systems have been in existence over the years like the Indian Council of Agricultural Research (ICAR), Ministry of Agriculture (MOA) and the World Bank sponsored Training and Visit system. Besides more recent ones like the project and programme management system, decentralised system and commodity based extension system.

14.3.1 Publicly Funded Extension Systems

About 85% of extension services around the world are public extension programmes funded by national governments. There are many streams of organisations devoted to agricultural extension under public extension systems. Under the Community Development programme, the institution of Development Block was created. Block Development Office was supposed to be the chief co-ordinator and team leader of a handful of other extension officers dealing with agriculture health, education, Co-operatives and animal husbandary. The journey of development started. Six to eight Village level extension workers were appointed in each development block to serve as multi-purpose extension workers at the grassroots. National Extension Service was launched soon in 1953 to provide organisational structure for widespread extension coverage with greater people's participation. This nation-wide organisational structure to implement extension programme under a hierarchal arrangements called as three-tier administration remained the permanent extension system for the country.

Training Visit Extension System

A major reform in extension administration was started with launching of Training and Visit System in selected states with the help and support of the World Bank. Arrangements were made for regular training and systematic visit of extension personnel, provision for mobility, single line of command, regular linkage between research and extension, use of media for human resource development and monitoring and evaluation of activities. T & V system was very educative in the sense that the loopholes in delivery of technology and need for using sound management practices in extension work were realized. The interconnection between research and extension became clear and regional research facilities were created in different agro-

ecological regions to generate solution to region specific problems and deliver them to the farmers. Systematic training and visit were two major thrusts of the reformed extension management system. The essential characteristics of the T & V system lies in the importance given to the management system of extension to ensure that expert know-how regarding technologies relevant to the farmers are selected, process and delivered to the farmers every fortnight without fail. Transfer of know-how from Subject matter specialists to the farmers was ensured at two stages. Systematic and regular visits of extension worker were organized and monitored to ensure regular contact with the clientele. Support from various information media formed the part of over all strategy. Video vans and production facilities and publication of printed literature and audio-visual production were enhanced. Single line of command was established from grassroots to the state level to ensure professional agricultural extension work. Effective transfer of relevant technology was made possible through close linkage between research institutions and extension system. The system provided for better coordination with development departments, people's organisation and research system. Besides, links with input and credit agencies were carefully defined. Efforts to maintain close links with other eservice department like irrigation and electricity were also made under the system. T & V system provided for rewards and recognition of outstanding works. There was provision for timely promotion of staff and transport facility. Monitoring and evaluation was seen as key to effective management of extension work. All these new developments meant higher investment and running costs compared to the situation that existed before the T & V system was introduced. With limited funding available, this system became financially unsustainable.

ATMA

However radicle change and infusion of sound management principles were applied in case of public sector extension with the assistance of World Bank. It was expected to test new innovations in technology dissemination with restructured institutional and operational arrangements in order to bring sound management elements in extension system. The reforms envisaged were pilot tested to validate new organisational arrangements and operational procedures. At the same time, Research-Extension-Farmer-Market (R-E-F-M) linkage to facilitate free flow of appropriate technology to farmers was also tested. An autonomous institution — Agricultural Technology Management Agency (ATMA) has been established in project districts as a registered society representing various stakeholders, including farmers, in project planning and implementation under the guidance of the National Institute of Agricultural Extension Management (MANAGE), Hyderabad. During the pilot testing under NATP, Extension System was found to be a cost effective and sustainable extension system with clear cut thrust areas. ATMA brought researchers, extensionists, farmers and other stakeholders (including NGOs, corporate and private sectors) together through joint diagnostic studies, district extension plan and recommendations for expanded

adaptive research to introduce innovations in technology dissemination matching to local needs and situations by decentralizing decision at the district level through the creation of Agricultural Technology Management Agency (ATMA). Increasing farmer input into programme planning and resource allocation, especially at the block level, and to increase accountability to stakeholders. Programme coordination and integration were made possible so that the programme thrusts such as Farming System Innovations, Farmers' Organisations, Technology gaps and Natural Resource Management are more effectively and efficiently implemented.

The Indian Council of Agricultural Research (ICAR)

ICAR is an independent organisation in the Ministry of Agriculture and Welfare of the Government of India under the Department of Agricultural Research and Education (DARE). ICAR plays a major role in coordinating, guiding and managing research and education in agriculture including horticulture, fisheries and animal sciences. Besides, it also runs front-line extension programmes through academic organisations across the country.

Privatisation of Extension

Extension work, which began as voluntary work and public service in the have been partially privatised in India. In fact, many European countries took lead in past one decade. Experiments are being done with help and support from the World Bank to make extension more efficient and effective service through involvement of private sector. Policy makers are planning to double the food production by 2010. Keeping this in view, the planners and administrators have started questioning the public extension system on economic and efficiency grounds. Privatisation of Agricultural extension seems to be the answer to the problems. Thus, there is growing tendency in developed nations towards making agricultural extension in to a profitable enterprise. It is believed that clients should pay partially to fully for self financing of extension work. With resource crunch and financial crisis being encountered by many national governments, there is probably need to generate funds. Many large scale farmers and agribusiness organisations can willingly pay for the advice and assistance received from extension organisations. Of late, Government of Rajasthan state of India has decided to involve private sector voluntary agency to undertake extension at the grass root level and gradually minimise governments role in extension work. Such private sectors are known to be private extension service providers. Private extension service provider is an individual or organisation other than Government who is providing singly service or extension and rural development work. There are quite a few voluntary organisations in countries with technical and managerial resources that undertake development work and implement them successfully. Their activities help to supplement Government activities at the field level.

Voluntary organisations: India has a number of voluntary organisations which implement a wide range of programmes. There is much variation in the number of organisations present in different states. Some important voluntary

organisations working in more than one state are Bharatiya Agro-Industries Federation (BAIF) and Professional Assistance for Development Action (PRADAN). BAIF focuses on livestock development, water resource management, environmental conservation and livelihood development in 16 states through nine associate organisations. PRADAN promotes livelihoods in different sectors ranging from agriculture and natural resource management to rural microenterprises. India's major fertiliser company in the cooperative sector, KRIBHCO, (Krishak Bharati Cooperative Limited) has initiated the Gramin Vikas Trust (GVT) with the support from the Government of India and the Department for International Development (DFID), UK to act as a catalyst to enable the rural communities to improve their livelihoods in resource poor areas.

Non-governmental Organisations (NGOs): A non-governmental organisation (NGO) is a non-profit group that functions independently of any Government. NGOs, sometimes called civil societies, are organised on community, national and international levels to serve a social or political goal such as humanitarian causes or the environment. Despite their independence from Government, some NGOs rely heavily on government funding. Large NGOs may have budgets in the millions or billions of dollars.

Check Your Progress 2

Note: i) Write your answers in the space provided.

ii) Check your answers with the key given at the end.

1) What is meant by rural development? How IRDP helps to lift the rural people above poverty line?

.....
.....
.....
.....
.....

2) List few NGOs working in rural development sector?

.....
.....
.....
.....

3) Examples of Privately funded extension systems.

.....
.....
.....
.....

14.4 KEY WORDS

Agribusiness	: Farming for profit and managing farming like business.
Authority	: A superior's right to give and order their subordinates.
Autocratic organisations	: Organisations which has full control over management.
Baselines	: A situation or value that exist before any changes are implemented.
Catalyst	: Causing a change without being directly involved in making the changes.
Collaborative	: To work together with different groups or departments.
Constraint diagnosis	: Identifying the limitations in extension programmes.
Contingency	: A possible future event that cannot be predicted with certainty.
Democratic	: Being open to the ideas of others.
Ethical	: Relating to moral principles.
Gender roles	: Specific activities that are assigned to a gender based on cultural norms.
Globalisation	: When organisations operate on an international scale and start to develop international influence.
Hierarchical structure	: Different levels of management within an organisation where each level reports to the one above it.
Interpersonal relationships	: Your relationship with others in the workplace or in a social setting.
Job satisfaction	: To feel happy in the work that you do in an organisation.
Laissez-faire	: Being non-interventionist or lax.
Multidimensional	: Having more than one dimension. Needing to be approached from more than one viewpoint.
Participatory approach	: An approach where farmers or stakeholders are included in the decision-making process.
Peers	: Those working on the same level, or in a similar position to you. Your colleagues.
Pluralistic system	: An extension system that includes stakeholders from private and public sectors.
Restructuring	: Changing the way management within an organisation is structured, or changing the way a programme is managed.

Subordinates	: Those holding a lower position in the workplace than you do, if you are their manager.
Staff retention	: To keep the same employees working in an organisation for a long time.
Staff turnover	: A term that describes how often an employee in a specific job is replaced by someone new.
Substantive	: Important, serious, or related to facts.
Superiors	: Managers or supervisors. Those holding a higher position in the workplace than you do.
System approach	: Extension service provision is seen as a whole made up of many different individual parts.
Termination	: To end a contract of employment.
Time lag	: A delay in time between activities.

14.5 ABBREVIATION

ICAR	: Indian Council of Agricultural Research
MOA	: Ministry of Agriculture
DARE	: Department of Agricultural Research and Education
T&V extension system	: The Training and Visit extension system
FSRE	: Farming systems research and extension
DR&SS	: Department of Research and Specialist Services
AGRITEX	: Department of Agricultural Technical and Extension Services
BAIF	: Bharatiya Agro-Industries Federation
PRADAN	: Professional Assistance for Development Action
SFI	: Syngenta Foundation India
KRIBHCO	: Krishak Bharati Cooperative Limited
GVT	: Gramin Vikas Trust
DFID	: Department for International Development
NGOs	: Non-governmental organisations
SAA	: Sasakawa Africa Association
CEO	: Chief Executive Officer
COO	: Chief Operating Officer
MD	: Managing Director
HRM	: Human Resource Management
e.g.	: For Example
etc.	: Et cetera

14.6 SUGGESTED READING

Koontz and Harold WehrichHeniz 2004, *Essentials of Management*, Tata Mc Graw Hill Publishing Company Ltd.

Luthans, F.(2002). *Organisational Behaviour*. McGraw- Hill Irwin

Stoner, J.A.F.; R.E. Freeman and D.R. Gilbert Jr. (2007). *Management*. Pearson. Prentice Hall. Dorling Kindersley (India) Pvt Ltd.

Wehrich, Heinz; M.V. Cannice and H.Koontz.(2008). *Management: A Global and Entrepreneurial Perspective*. Tata McGraw-Hill Publishing Company Ltd, New Delhi

Udai Pareekh, Rao T V, Pestonjee D M. (1981). *Behavioural Processes in organisations*, Oxford and IBH Publishing Company, New Delhi.

Journal Harvard Business Review

RAE-003(4). Agricultural Extension Management, Organisational Behaviour, Indira Gandhi National Open University, New Delhi, 2010.

RAE-003(5). Agricultural Extension Management, Management Tools and Techniques, Indira Gandhi National Open University, New Delhi, 2010.

Extension Education: A Handbook. Eds. Premlatasingsh, R R Burman, Kumbhare V and Sujit Sarkar. Published by PG School IARI, New Delhi, 2014.

Management development for extension professionals book edited by Vijayaragavan K, Premlata Singh, Padaria R N and Monika Singh. Published by Division of Agricultural Extension, Indian Agricultural Research Institute, New Delhi, 2009.

14.7 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress 1

- Good management relies on delegating tasks to increase productivity. This means dividing work into smaller tasks and assigning each task to someone in the workforce who has the skills and ability to do the job the best;
- A good manager will show authority when assigning tasks and take responsibility for their decisions;
- Another important principle of management is discipline. Where there is discipline there is proper conduct in interpersonal relationships and respect for authority within the organisation;
- Management must always act in the best interest of the organisation they serve and not make decisions for personal gain. Employees must be treated fairly and kindly in the workplace. It is important that managers

stay neutral when dealing with their employees;

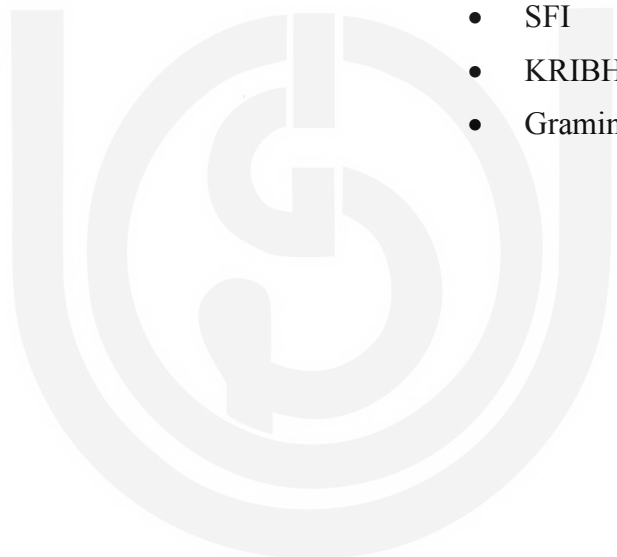
- A manager will benefit from encouraging their employees to show initiative in anything they do. This drive to contribute will add new ideas to an organisation and keep the employees motivated to be productive; and
 - A good manager will make sure there is a sense of team spirit in the workplace. This refers to an environment in which co-workers develop a mutual understanding and trust, which helps them work together to get tasks done efficiently and on time.
- 2)
 - Theory of Scientific Management
 - Administrative theory
 - Theory of bureaucracy
 - 3)
 - Planning – Communication
 - Organising – Monitoring
 - Staffing – Evaluation
 - Directing – Utilisation
 - Coordinating –
 - Reporting
 - Budgeting
 - 4)
 - Clear objectives and agreed goals
 - Openness and confrontation
 - Support and trust
 - Cooperation and conflict
 - Sound procedures
 - Appropriate leadership
 - Regular review
 - Individual development
 - Sound inter group relations
 - 5)
 - a) Basis for sound planning
 - b) Facilitate coordination and control
 - c) Confidence in decision-making
 - d) Keeps management alert and active to face challenges of future events
 - e) Promotion, development and success of organisation

Check Your Progress 2

- 1) Any Extension Agency should have a sound organisational structure in order to meet the requirements of the agency at different levels may be from national level to grassroot level. The top management functionaries supervise the work of field extension workers. While the field extension workers implement the plans and programme of the agency. Also there is a need for an organisational structure for

establishing network for upward, downward and horizontal communications, and for having linkages with research and Clint systems. Organisational structure is therefore considered as an important element in management.

- 2) List of top NGOs working in India empowering Indian farmers to grow and sustain
 - Bhagini Nivedita GraminVigyan Niketan (BNGVN) ...
 - Dreams Alive. ...
 - AARDE Foundation. ...
 - Centre for Sustainable Agriculture (CSA) ...
 - Centre For Dignity (CFD) ...
 - MUKTI. ...
 - VRUTTI.
- 3)
 - BAIF
 - PRADAN
 - SFI
 - KRIBHCO
 - GraminVikas Trust



UNIT 15 ORGANISATIONAL COMMUNICATION

Structure

- 15.0 Aims and Objectives
- 15.1 Introduction
- 15.2 Organisational Communication and its Importance
- 15.3 Concept of Communication
- 15.4 Communication as a Process
- 15.5 Communication Flow
- 15.6 Factors Influencing Communication Flow in Organisation
 - 15.6.1 Organisational Structure
 - 15.6.2 Organisational Channels of Communication
 - 15.6.3 Types of Communication Flow in Organisation
- 15.7 Media of Organisational Communication
- 15.8 Problems in Organisational Communication
- 15.9 Steps Towards Effective Communication
- 15.10 Let Us Sum Up
- 15.11 Suggested Readings
- 15.12 Answers to Check Your Progress

15.0 AIMS AND OBJECTIVES

In this unit, you will know about the basics of organisational process. After going through this unit, you should be able to:

- understand the important elements of communication process;
- Explain different factors affecting organisational communication;
- Understand communication flow in an organisation;
- Discuss different forms of organisational communication;
- Get an idea about media associated with organisational communication; and
- Identify barriers in organisational communication and steps to improve organisational communication.

15.1 INTRODUCTION

Communication is an essential process for the survival and growth of any society. Communication flow mostly focuses on building relationships and interacting with internal organisational members and interested external

publics. Conventionally communication flow inside the organisation is called as organisational communication but if we look at the modern understanding of organisational communication, then we will find that the communication that is used by an organisation to communicate with internal and external people is called as organisational communication. The role of organisational communication is similar to the role of central nervous system for growth and sustainability of any organisation. It helps in decision making, working for achieving organisational goal and managing relationships. It helps in crisis management, creating goodwill towards organisation. At the same time, it helps in achieving organisational goal and preaching the organisational philosophy and ideology to its people. Thus, every organisation feels the need of an effective organisational communication.

15.2 ORGANISATIONAL COMMUNICATION AND ITS IMPORTANCE

Communication as a tool, helps people in getting connected with each other. Each organisation tries to develop, sustain and it wants to make the growth process faster. To achieve this goal, the organisation wants a better relationship among the individuals associated with it and at the same time, it wants to create a better image of itself among the people associated with it. Thus, it wants its' people to come together and it wants them to share their ideas with each other. It wants a proper coordination among its people to make the organisational spirit stronger for organisational goal achievement. Similarly resolving conflicts, issues and for finding suggestions for development, Organisations need to communicate to people associated with it. Thus organisational communication becomes a necessity for the existence, growth and survival of the organisation

15.3 CONCEPT OF COMMUNICATION

The word communication has taken birth from the Latin word 'Communis', and it means common.

- a) Communication is a process of understanding and sharing of ideas, facts, feelings etc., with one another.
- b) It helps in interacting with each other and helps in establishing and maintaining relationships between individuals.
- c) It is a process by which various people are linked to achieve a common goal.

The above-mentioned concept of communication applies to all types of communication including organisational communication.

15.4 COMMUNICATION PROCESS

Communication as a process helps in carrying messages from the sender to the receiver to create meaningful exchange of ideas, beliefs and thoughts.

However, the process of communication depends on various elements. According to the Schramm Model of communication, the process has following elements and works in the following manner.

Source: The source or sender is the element from which the process of communication originates. It is the source which sends the idea or information in form of a message to the receiver by coding it in a proper manner. The source can be an individual or an institution.

Message: Message is the information which is sent by the source to the receiver in a coded manner. It is an important element upon which the response of the receiver depends.

Channel: Channel or medium works to carry the messages from the source to receiver. Like a truck carries the goods from one place to another place, in the similar manner channel or medium carries the message from the source to receiver.

Receiver: Receiver is somebody to whom the message is sent. The receiver decodes the message sent by the source to create a meaning out of it.

Feedback: The receiver after receiving message from the source, decodes it to get the meaning and at the same time, after understanding the message it also reacts to it. Such reaction he encodes in the form of a message and sends to the source as a reply. This reply is called as feedback. For a communication process to become complete, feedback is highly necessary. Feedback also tells about the receiver's understanding of the message. Feedback helps in understanding the effectiveness of communication process.

Encoding: While discussing about the source it is already said that source sends the message in a coded manner. This coding or encoding done by the source refers to the presentation of ideas into a set of symbols.

Decoding: It is already told that the receiver decodes the message to get the meaning out of it. This decoding refers to the process by which the receiver interprets and translates the message sent to him by the source.

Noise: Noise is the disturbance or obstacle that occur when we communicate through the medium or channel. This prevents the effectiveness of communication process.

Check Your Progress 1

Note: i) Write your answer in the space provided.

ii) Compare your answer with those given at the end of the unit.

1) Explain the importance of Organisational Communication.

.....
.....
.....
.....

15.5 COMMUNICATION FLOW

In a communication process, the source initiates the communication. It encodes the information in the form of a message and such message travelling through the medium, reaches to receiver. The receiver then decodes the message and interprets it to get the meaning out of it. After understanding the message, the receiver then encodes his response in the form of a message and sends it to the source which the source after receiving, decodes and interprets to get the meaning. In the complete process, the disturbance that occurs in the medium is called as the noise. Proper Communication flow in an organisation is highly necessary for making organisational communication effective to achieve organisational goals. However, communication flow in an organisation always do not become effective. At certain cases it becomes ineffective also. Such effectiveness or ineffectiveness are the resultants of various factors. The factors play a very important role to determine the communication flow in an organisation.

15.6 FACTORS INFLUENCING COMMUNICATION FLOW IN ORGANISATION

Important factors which affect organisational communication and communication flow in the organisation are:

- 1) Organisational structure
- 2) Channels of communication used for communication flow in the organisation
- 3) Types of Communication flow in Organisational communication channels

15.7.1 Organisational Structure

Organisational structure is the arrangement of organisational elements in an organisation. It talks about the power distribution and guiding principles for it. The organisational structure affects the flow of communication in an organisation. The guiding principles or philosophy and distribution of power in an organisation, determines the efficiency of communication flow in an organisation.

There are different types of structures of organisations. For example, under bureaucratic or structure of organisation, the communication flow occurs following the written principles or guidelines. As the principles are found in a written manner, that is why they are quite rigid by nature and ultimately result in less flexibility in communication flow and such constraints at cases make communication flow ineffective. Similarly, under hierarchical structure all the instructions flow from the top and reports and information move upward. Communication becomes more efficient when it takes place between people of same workgroup but the efficiency decreases when it takes place between people of different workgroups.

Unlike the organisational structure, communication channels in an organisation, also affect the communication flow in an organisation. Different channels affect the flow of communication differently.

15.6.2 Organisational Channels of Communication

Communication flow in the organisation takes place in two types organisational channels. They are formal and informal channels. The formal channel is more rigid in comparison to the informal channel. Thus, communication flow in the informal channel becomes faster. However, in the informal channels as the communication takes place through oral communication, that is why there remains a possibility of information gap or miscommunication in the informal channels of communication.

Informal channels of communication

Communication in the Informal channels of communication takes place through interpersonal communication among work groups. The informal communication through personal relationships plays an important role in reaching organisational goal as it starts spontaneously, and moves faster in organisation. Individual gossips during tea breaks, discussions among people at canteens or communication between individuals during leisure hours fall under this category. It is not controlled by any official guidelines or these are not written forms of communication. Informal structure of communication is mostly responsible for spreading rumours.

Formal channels of Communication

In an organisation, communication flows both in formal and informal channels. Communication in formal channels flows through notices, official letters, office orders, emails, house journals or annual reports. These are written documents and communication flow through the formal channels follow a particular protocol.

15.6.3 Types of Communication Flow in Organisation

According to communication flow in the organisational hierarchy, communication can be vertical, horizontal or diagonal communication type.

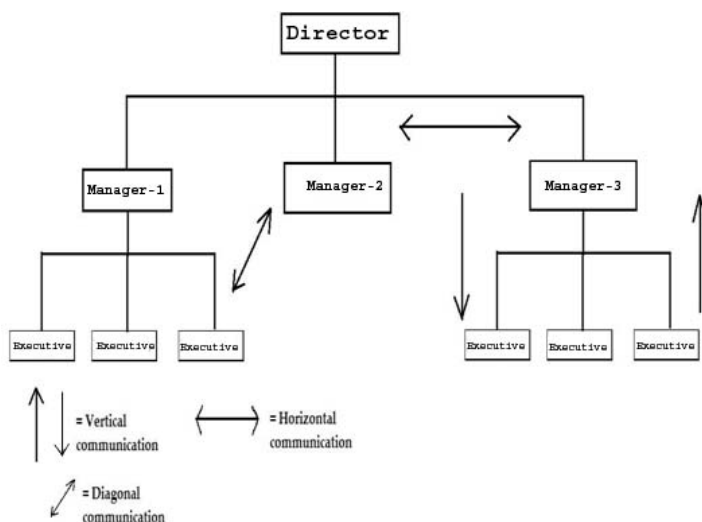


Fig. Vertical, Horizontal and Diagonal Communication

Vertical Communication

Vertical communication in an organisation flows either from top to bottom or from the bottom to top. This communication occurs between people at different levels of the organisation. This helps in the flow of information among people of different level in an organisation.

Downward Communication

Downward communication refers to flow of communication from upper levels to lower levels in the organisational hierarchy. The message passes through various levels till it reaches the bottom level. The downward communication is useful because:

- It helps in providing orders and instructions about job requirements to the employees at lower level to make the work faster and smoother.
- It helps the employees at lower level to understand the organisational functioning and brings a clarity of understanding among them.
- It helps employees to understand organisational procedures and practices.

In an organisation communication takes place through various media of communication. Letters, rule-books, telephone and the meetings are used for downward communication. In most of the cases written materials are not properly read and understood by the members of organisation. Thus to know the effectiveness of downward communication, it is essential to have proper a feedback system. The downward communication is often filtered by managers and only the required information is passed on to the sub-ordinates.

Upward Communication

Upward communication flows from employees at lower level to employees at higher level. It is mostly from subordinates to supervisors. Such communication includes reports on performance of subordinates, problems associated with work, issues in organisational practices, opinions and feelings of subordinates relating to organisational policies, different rules and innovative ideas and solutions to problems. The fear of punishment hinders free flow of information in upward communication. Due to lack of proper support of organisational hierarchy and data filtering by middle managers information flow faces obstacles. The middle managers try to hide unfavourable information from superiors and that crates roadblocks in this type of communication. Due to such reasons upward communication is not spontaneous by nature. In many organisations, different steps are taken to improve upward communication. Organisations adopt suggestion box, different grievance methods, complaint systems, union of employees, opinion surveys, different committees and informal gatherings.

Horizontal Communication

Horizontal communication is the sideways flow of information among people of same organisational levels in same as well as different departments. The

direct communication between members of same level helps in improving understanding and achieving co-ordination for attaining organisational goals. The horizontal communication improves human relationship among members of organisation. This informal communication in organisational setting is also called grapevine. The grapevine is composed of several informal communication networks in the organisation and connects various members of the organisation regardless of their rank or hierarchy.

Diagonal Communication

Diagonal communication is the cross-functional communication between employees working at different levels of organisation. If the marketing manager sends an e-mail to the production manager asking when a product will be available for market, that will be an example of horizontal communication. Similarly, if a production executive e-mails the marketing manager for some organisational information transaction or the marketing manager sends a mail to him for information transaction, then diagonal communication takes place. Whenever information is transmitted from one department to another department, the sender's manager should be made part of the communication loop. A manager may face an unwanted situation and may appear incompetent if he isn't made aware of things happening in his own department. This may put questions on his obligations towards his responsibilities. Trust may be lost and careers may get spoiled for not paying attention to proper communication protocols.

- Diagonal communication is becoming more common in organisations. As it is playing a key role for the following purposes.
- Developing good relationships between senior-level and lower-level employees from different parts of the organisation.
- Encouraging a better flow of information in the organisation.
- Decreasing noise in communication flow and minimizing the chance of a message being distorted by going through additional filters.
- Reducing the workloads of senior-level managers.

15.8 MEDIA OF ORGANISATIONAL COMMUNICATION

Organisational communication takes place in various forms like oral, written, visual, non-verbal communication. Each form of communication uses different media for the purpose of communication. In present times advances have taken place in communication technology to promote the use of electronic devices. Organisational communication can occur in following forms and they use media accordingly.

Oral Communication

Oral method of communication is important and instant form of communication in the organisational communication. This form of

communication in organisations is frequently used to communicate instructions or for explaining things or enquiring about them. Similarly, oral communication also plays a crucial role in the informal type of communication in organisations. This communication is mostly informal by nature. Oral communication helps us to communicate and receive feedback immediately. It strengthens individual relationships and offers opportunities for clarification of difficult points and helps employees to understand different issues. This form of communication can be not an appropriate choice for larger audience size. Similarly, the possibility of noise increases if the same message is communicated to different groups by different people through oral communication. It commonly uses oral methods of communication like meetings, interviews and telephonic communications.

Written Communication

Written documents are a popular and important form of communication in organisations. As they provide records and references, they are a trust worthy and reliable form of communication. This form of communication help in transferring message with uniformity, accuracy. It is also a very cost-effective way of communication. Written documents and materials are used to inform the members of the organisation about organisational ideology, decisions, plans and achievements. Further, it is necessary to document achievement of organisational goals and organisational targets at regular intervals. The disadvantages of written messages are the problems in maintenance of records and files. The written materials may create confusion or may not be properly understood by all members due to problems of poor handwriting and use of jargons. Written communication is rigid by nature. Thus, it has its own disadvantage also. It uses letters, bulletins, periodicals, rule books, emails, annual reports and notice boards for information dissemination in organisation.

Visual Communications

Visual communication is an important and powerful form of communication in an organisation. This brings a better clarity of understanding in an organisation. Being a highly expressive form of communication, visual communication makes things easy for managers while communicating with subordinates. Visual communication takes place through slides, film strips, pictures and photographs. The audio-visual materials come through television and videos. They facilitate hearing and seeing. A combination of different audio-visual media is used in organisations for effective communication. The audio-visual communication draws the attention of audience and helps in making efficient communication. The presentation of data in the form of pie charts, graphs and pictures brings a better understanding about facts. Audio visual communication is becoming more popular these days to discuss about different plans and ideas for organisational growth in these days. With the use of advanced computer graphics, organisations are becoming more and more effective in introducing new ideas and innovations into the organisation.

However, the organisations in present days are using more and more visual communication to communicate with the external and internal public.

Non-verbal Communication

Non-verbal communication is the communication using facial expressions, gestures and body movements. The non-verbal communication generally supports verbal communication and it helps in making the communication effective and authentic.

Computerized Communication

Computerized communication system has brought a big change in the modern organisational communication system. These days, the computer mediated communication has made communication faster, smarter and attractive. With the use of graphic illustrations, charts, graphs and proper use of computer graphics organisational communication has become more effective. However, the computerized communication system plays two important roles in organisational communication system

- i) Information management
- ii) Information dissemination

Information Management

The technical advancements in the computerized communication system have made the job of managers easy. Data maintenance and data management have gone easy and assigning proper responsibilities to people in a computerized environment with the support of MIS system have become easy. The burden of managers have reduced a lot due to the use of computerized communication system. MIS, is essential for every organisation. It can be defined as a systematised pattern of communication which helps in providing management with accurate and timely information. It helps to take proper decisions and helps in planning effectively for monitoring and evaluation of different organisational activities. At every stage of the management process, from planning to reporting information is needed to make effective decisions. MIS plays a major role in information management to catalyze organisational growth by helping in planning and execution.

Information Dissemination

Information dissemination is highly important for any organisation. Quick and planned information dissemination removes confusions and guides the organisation in a planned manner. Thus, emails have become an essential aspect of organisational communication. Similarly, for presenting itself in a better and transparent manner, organisations in this cyber era, are using websites and social media pages. Such social media pages and websites are a big source of information for organisations. Facebook pages or twitter handles of organisations are becoming highly useful for organisations to talk about their achievements, innovations and to oppose confusions and

conspiracies against them. The social media as a platform of new experiences has become highly useful for organisations to express themselves in a transparent manner.

Mobile Mediated Communication

After the information technology revolution and growth in use of mobile phones, this change also has affected organisational communication. For instant communication these days, managers have started using social media apps, messaging services and other similar practices have come to exist. Similarly, department specific or goal specific social media groups have become a new trend in organisational practices. The mobile mediated communication has brought many advantages like

- Quick decision making through faster information dissemination.
- Bringing clarity about organisational policies
- Helping in crisis management
- Promoting coordination and better relation among employees
- It is minimizing the information lag and bridging communication gap.

Check Your Progress 2

- Note:** i) Write your answers in the space provided.
ii) Check your answers with model answers provided at the end of the unit.

- 1) What do you mean by upward communication in an organisation?
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
- 2) Give a brief account on mobile mediated communication in an organisation.
.....
.....
.....
.....
.....
.....
.....
.....
.....

15.8 PROBLEMS IN ORGANISATIONAL COMMUNICATION

Communication is a complex process. Organisations have to remove barriers in communication for effective flow of information in the organisational channels. The barriers in communication refer to problems for free flow of communication in any organisation. The communication barriers are related to different factors like organisational structure, poor planning and co-ordination. Different barriers of communication are as follows:

Barriers in Organisational Communication

Seamless flow of communication is necessary for the growth of any organisation. All organisations want effective flow of communication in their organisation but at sometimes it doesn't happen in a desired manner. Different barriers hinder the process of communication in an organisation. The barriers can be categorized as below.

Problems in understanding: People from different cultural backgrounds work in an organisation. As they come from different cultural backgrounds, that is why their perceptions about different issues become different from each other.

Semantic Problems: Problems of encoding and gives rise to semantic barrier as the meaning formulation depends upon encoding and decoding that is why semantic barriers play a major role in creating obstacles in organisational communication. The message, "Meeting will be held shortly" will not provide a clear meaning. In case of such communications people will understand the message according to their own ability and it will create confusing situations.

Unable to express and comprehend Messages: The lack of clarity and use of technical jargon cause difficulties in understanding. Similarly, inability to comprehend messages also act like a barrier.

Psychological Barriers: Psychological factors or emotional factors play a crucial role in effective communication. Factors like motivation, fear, love and jealousy affect behaviours of people at individual level. The receiver's attitude towards source and the content of message affects his perception of a message.

Organisational Barriers: In an organisation, the organisational structure and the types of communication flow always affects the communication flow in an organisation. Decentralisation of power and authority helps in effective flow of communication. Similarly the fear of punishment and other similar aspects hinder communication from the employees which is not good for organisational health. Thus a strong feedback system and similarly effective translation of organisational goals helps in creating a better environment for the organisational growth.

15.9 TOWARDS EFFECTIVE ORGANISATIONAL COMMUNICATION

Effective communication is a need for organisational well-being and organisational growth. Thus, steps needed to be taken for making communication flow effective in an organisational structure and the following steps can be taken to make communication effective in an organisation.

Use Common Language: In organisational communication, to make communication effective and to avoid unnecessary confusions always try to use communicate with simple and easy language. Similarly, in the process of organisational communication, always try to avoid jargons otherwise those technical words will create difficulty for others to understand orders, instructions or other communications made. Thus, always try to communicate in simple language with short sentences avoiding jargons.

Avoid Delays: It is said that “A stitch in time, saves nine” thus communication made at proper time always helps in saving time, money and energy. A communication made at the right time always helps in organisational growth.

Stop Talking: Unnecessary communication always leads to problems. Thus it is always better to avoid unnecessary gossips in an organisation.

Keep Patience: It is always necessary to keep patience in the process of communication. To listen others properly, you need to have patience and if you do not have patience then ultimately you will not be able to understand others properly and you will not be able to communicate properly. Thus, keeping patience is always necessary to make organisational communication effective.

Accept Comments and Criticisms: For effective decision-making and for organisational growth, it is always necessary to pay attention to comments and criticisms. Becoming reactive and repulsive towards comments and criticisms is not good for organisational and professional growth. Thus one must accept constructive comments and criticisms as they are a necessity for organisational, professional and personal growth.

Check Your Progress 3

Note: i) Write your answers in the space provided.

ii) Check your answers with model answers provided at the end of the unit.

1) What Steps Can be Taken to Make Organisational Communication Effective?

.....
.....

15.10 LET US SUM-UP

In this unit we have discussed the basic process and pattern of organisational communication. Communication is the like the life line of any organisation. Important elements in the process of communication are source, feedback encoding, message, channel, decoding and receiver.

In organisational communication, the nature of organisational structure and the channels of communication and types of communication in organisation are important. There are two major channels of communication in an organisation, viz formal and informal. Formal channels such as notices, emails, letters and others are official by nature and they are administered by executives. Informal channels of communication which are interpersonal by nature are important and they also help to achieve organisational goal. Flow of communication in organisations can be downward, upward and horizontal directions. There are different forms of communication such as oral, written, visual and non-verbal communication are used in an organisation.

We have found that the electronic media such as television, computers, email systems, videoconferencing facilities and computerised system to handle various organisational activities can greatly improve organisational communication.

Major barriers in organisational communication are problems in perception, semantic problems, poor expression of messages, confused assumptions, Emotional barriers, poor communication skills of communicator and organisational obstacles. We have also understood that various steps can be taken to achieve the goal of effective communication. Such steps can be mentioned as: Using simple language without jargons, accepting comments and criticisms, elimination of noise, avoiding delays, developing skills in listening, writing and oral communication, similarly use of modern communication media and equipment is also a necessity.

15.11 REFERENCES AND SUGGESTED READINGS

Barnard, C I. (1938). *The Functions of the Executive*, Cambridge, Harvard University Press Mass.

Gode, A. (1959) What is Communication? *Journal of Communication.*, Val. 9, p.5.

Kotter, J. (1977). *Power, Dependence and Effective Management*, Harvard Business Review, Vol. 55(4), pp. 125-136.

Katz. D. and R.L. Kahn (1978). *The Social Psychology of Organisations* (2nd)- John William& Sons: New York.2. Gode.

Rayudu. C.S. (1997) *Communication*, Himalaya Publishing House, Mumbai,

SUGGESTED READINGS

Avasthi, A. and S. Maheshwari. (1993), *Public Administration*. Lakshini Narain Agarwal, Educational Publishers: Agra -3.

Banerjee, S. (1986), *Principles and Practice of Management*, Oxford and IBH Publishing Co. New Delhi.

Katz. D. and R.L. Kahn. (1978). *The Social Psychology of Organisations* (2nd ed), John Wiley & Sons: New York.

Koontz, H. and H. Weihrich. (1988). *Management* (9th ed). McGraw-Hill Book Company: New York.

Porter, L.W. and K.H. Roberts. (1977). *Communication in Organisations*, Penguin Books: Middlesex.

15.12 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress 1

1) Communication as a tool, helps people in getting connected with each other. Each organisation tries to develop, sustain and it wants to make the growth process faster. To achieve this goal, the organisation wants a better relationship among the individuals associated with it and at the same time, it wants to create a better image of itself among the people associated with it. Thus, it wants its' people to come together and it wants them to share their ideas with each other. It wants a proper coordination among its people to make the organisational spirit stronger for organisational goal achievement. Similarly resolving conflicts, issues and for finding suggestions for development, Organisations need to communicate to people associated with it. Thus, organisational communication becomes a necessity for the existence, growth and survival of the organisation

Check Your Progress 2

1) Upward communication flows from employees at lower level to employees at higher level. It is mostly from subordinates to supervisors. Such communication includes reports on performance of subordinates, problems associated with work, issues in organisational practices, opinions and feelings of subordinates relating to organisational policies, different rules and innovative ideas and solutions to problems. The fear of punishment hinders free flow of information in upward communication. Due to lack of proper support of organisational hierarchy and data filtering by middle managers information flow faces obstacles. The middle managers try to hide unfavourable information from superiors and that crates roadblocks in this type of communication. Due to such reasons upward communication is not spontaneous by nature. In many organisations, different steps are taken to improve upward communication. Organisations adopt suggestion box, different grievance methods, complaint systems, union of employees, opinion surveys, different committees and informal gatherings.

2) After the information technology revolution and growth in use of mobile phones, this change also has affected organisational communication. For instant communication these days, managers have started using social media apps, messaging services and other similar practices have come to exist. Similarly, department specific or goal specific social media groups have become a new trend in organisational practices. The mobile mediated communication has brought many advantages like

- Quick decision-making through faster information dissemination.
- Bringing clarity about organisational policies
- Helping in crisis management
- Promoting coordination and better relation among employees
- It is minimizing the information lag and bridging communication gap.

Check Your Progress 3

1) Organisational communication can be made effective by taking the following measures.

Use Common Language: In organisational communication, to make communication effective and to avoid unnecessary confusions always try to use communicate with simple and easy language. Similarly, in the process of organisational communication, always try to avoid jargons otherwise those technical words will create difficulty for others to understand orders, instructions or other communications made. Thus, always try to communicate in simple language with short sentences avoiding jargons.

Avoid Delays: It is said that “A stitch in time, saves nine” thus communication made at proper time always helps in saving time, money and energy. A communication made at the right time always helps in organisational growth.

Stop Talking: Unnecessary communication always leads to problems. Thus it is always better to avoid unnecessary gossips in an organisation.

Keep Patience: It is always necessary to keep patience in the process of communication. To listen others properly, you need to have patience and if you do not have patience then ultimately you will not be able to understand others properly and you will not be able to communicate properly. Thus, keeping patience is always necessary to make organisational communication effective.

Accept Comments and Criticisms: For effective decision making and for organisational growth, it is always necessary to pay attention to comments and criticisms. Becoming reactive and repulsive towards comments and criticisms is not good for organisational and professional growth. Thus one must accept constructive comments and criticisms as they are a necessity for organisational, professional and personal growth.

UNIT 16 ECONOMIC STRATEGY IN EXTENSION FOR RURAL DEVELOPMENT

Structure

- 16.0 Aims and Objectives
- 16.1 Introduction
- 16.2 Rural Poverty in India
 - 16.2.1 The Rural Economy in Rural Development Effort
- 16.3 The Concept of Development
- 16.4 Economic Strategy
 - 16.4.1 Economic Strategy in Extension
- 16.5 Economic Intervention by Extension personnel on Rural Development
 - 16.5.1 Pradhan Mantri Jan-Dhan Yojana (MPJDY)
 - 16.5.2 Atal Pension Yojana (APY)
 - 16.5.3 Kisan Credit Card Loan Scheme
 - 16.5.4 Krishi Vigyan Kendra (KVK)
 - 16.5.5 MP Kisan Samman Nidhi Scheme
 - 16.5.6 Soil Health Card Scheme
 - 16.5.7 Deen Dayal Antyodaya Yojana — NRLM
 - 16.5.8 Pradhan Mantri Kaushal Vikas Yojana
 - 16.5.9 Umbrella Integrated Child Development Services (ICDS)
 - 16.5.10 Scheme for Tribal People
 - 16.5.11 Pradhan Mantri Adarsh Gram Yojana (MPAGY)
 - 16.5.12 Women Empowerment Schemes
 - 16.5.13 Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)
- 16.6 Let Us Sum Up
- 16.7 Key Words
- 16.8 Suggested Reading
- 16.9 Answers to Check Your Progress

16.0 AIMS AND OBJECTIVES

The present unit aims to orient you to the practical scope of economic intervention by extension personnel to improve the rural economy. In this process, the current status of rural poverty and the concept of development and economic strategy are also discussed briefly. Many rural development programmes are implemented for the Government for overall economic development in rural areas. Under these rural development programmes, the extension personnel can provide economic intervention by helping different rural development programmes.

By the end of the unit, you should be able to achieve the following objectives:

- Mention the status of rural poverty and rural economy of India;
- Described the strategies of improving the rural economy; and
- Identify the economic intervention to be made by extension personnel for implementing rural economic strategy.

16.1 INTRODUCTION

India is predominantly a rural country. About 68.8 per cent country's population and 72.4 per cent of the workforce resided in rural areas (Census 2011). Population forecasts show that by 2050, India will still be dominated by rural areas. The out-migration of rural people to urban areas creates pressure on the urban areas for a job, forcing many rural migrants to live on low wages. Under the social and economic conditions of the country, it is necessary to strengthen the rural economy. Reduce the per capita income gap between rural and urban areas, which has always been high. Compared with Indian cities, this requires a much higher growth rate of the rural economy. Traditionally, agriculture has been the primary sector of the rural economy and rural employment. Agriculture in the more productive non-agricultural sector is seen as an essential economic growth source and transformation in rural areas and the entire economy.

16.2 RURAL POVERTY IN INDIA

Poverty elimination has remained a significant challenge right from independence. It lies at the core of India's national development plan for eradicating poverty as a primary input for designing, implementing, and monitoring antipoverty programmes. Poverty measurement is also essential to serving as a barometer of the extent of inclusive growth and poverty reduction strategies. Poverty is characterised as a situation in which a person or a family lacks the financial means to support a basic living level. India's rural poverty rate was 25.7 percent in 2011. It decreased over time, from 50.1 percent in 1993 to 25.7 percent in 2011.

Check Your Progress 1

Note: i) Use the space provided below.

- ii) Compare your answer with a model answer given at the end of the unit.

1) You must not consult the model answer for completing the exercise

- i) What is poverty?

.....
.....

16.2.1 The Rural Economy in Rural Development Effort

For decades, the Indian village has operated as a self-sufficient and self-contained economy. Rural reconstruction and growth have been a core thrust of economic planning in the post-independence era, resulting in a significant transformation of the Indian rural economy.

India is regarded as an agricultural country since agriculture employs most of the rural population. Agriculture is the country's economic backbone. The farm sector contributes most to the country's economic growth. Land reforms, irrigation, animal husbandry, supplies and marketing, village industries, rural leadership, village administration, and so on have all undergone improvements. With the help of the rural development programmes, a cultivator can take advantage of the modern technological facilities in his agricultural operations. These cultivators are now using modern farming implements and high-yielding varieties of seeds and fertilisers. According to common opinion, India's rural areas house up to 70 per cent of the population. Agriculture, self-employment, services, manufacturing, and other rural activities significantly contribute to India's GDP. The primary sector and allied activities characterise the rural economy.

16.3 THE CONCEPT OF DEVELOPMENT

All rural extension work occurs within a development process and cannot be considered an isolated activity. The extension agents and extension programmes and projects are part of the development of rural societies. Therefore, it is essential to understand the term development and see how its interpretation can affect rural extension work. Development is complicatedly linked to some action or intervention aimed at influencing the entire social change process. It is a complex term that denotes a shift in or departure from an earlier situation. There are three elements of rural development:

- 1) *Economic*: The development of any society's economic or productive base will produce the goods and materials needed for life.
- 2) *Social*: The provision of several social amenities and services (for example, health, education, and welfare) to meet society's non-productive needs.
- 3) *Human*: Human and communal creation of people to realise their full potential, use their skills and abilities, and contribute constructively to the shaping of their community.

The above three elements play a role in the development. It should not focus exclusively on one factor to the detriment of the others. Any society's economic foundation is crucial because it must produce the resources necessary for survival. However, we must also think of people and ensure their active participation in development. Rural development programmes aim to help rural communities grow socially and economically.

Rural development aims to improve rural lives with rural people’s participation to meet rural communities’ critical needs. The environment, history, language, and other prevalent issues in the local area may be foreign to the outsider. As such, rural people themselves must participate in their sustainable rural development.

Check Your Progress 2

Note: i) Answer the question without consulting text.

ii) Compare your answer with a model answer given at the end of unit

i) What is the aim of rural development?

.....
.....
.....
.....
.....
.....

16.4 ECONOMIC STRATEGY

The strategy is a general plan to achieve one or more long-term or overall goals under uncertain conditions. Since the resources available to accomplish objectives are typically small, the strategy is essential. Setting objectives and targets, deciding actions to achieve the goals, and mobilising resources to carry out the activities are all part of a strategy. A plan outlines how the means will be used to accomplish the ends. As an organisation adapts to its environment or competes, it may be planned or emerge as an operation pattern. It entails strategic planning and strategic thinking, among other things.

Henry Mintzberg defined strategy as a pattern in a stream of decisions to contrast with strategy planning. In contrast, according to Henrik von Scheel, the nature of strategy is the behaviours that offer a particular combination of meaning – preferring to conduct activities differently or differently than competitors. Dr. Vladimir Kvint defines strategy as “a system of finding, formulating, and developing a doctrine that will ensure long-term success if followed faithfully”.

The economic strategy involves applying economic principles and methods to provide clients with unique insights to address specific issues/problems and enhance their long-term performance. Rural development requires clear economic strategies that engage all stakeholders, boost innovation, and ultimately improve productivity. A collaborative strategy is critical in economic distress, requires setting priorities and moving beyond long lists of discrete recommendations. Here extension has a significant role to play.

Check Your Progress 3

- Note:** i) use the space provided below.
ii) Compare your answer with a model answer given at the end of the unit

1) Explain the term economic strategy?

.....
.....
.....
.....
.....
.....

16.4.1 Economic Strategy in Extension

Extensionists can make a significant contribution to rural development provided a specific policy guides them. Some critical areas in which extension can play a role are discussed next.

Food security is characterised as availability, accessibility, and food utilisation (USAID 1995), as cited by Rivera and Qamar (2003).

Food availability is achieved when enough food is regularly available to all individuals within a nation. Household production, other domestic outputs, industrial imports, or food assistance may all be used to provide such food.

Food access: When households and individuals have sufficient resources to purchase enough food for a nutritious diet, food access is guaranteed. Access is determined by the household's income, income distribution within the family, and the cost of food.

Food utilisation is the proper biological use of food, requiring a diet providing sufficient energy and essential nutrients, potable water, and adequate sanitation. Effective food utilisation depends on knowledge within the household of food storage and processing techniques. (Food loss during storage, handling).

Successful food security and poverty-oriented programmes help rural populations to produce more and diversified products and produce a marketable surplus. It generates income to improve the quality of life.

Extensionists have received training that combines technical knowledge and communication skills. They can apply this knowledge to improve farming and farm yields and reduce poverty (Neuchatel Group, 2008).

Conservation of Natural resource: Generally, farmers have no incentive to preserve resources. An extensionist follows persuasion strategies to help farmers conserve natural resources.

Dissemination of helpful Information: Farmers are persuaded to follow new methods by extensionists because they can access research and findings. Extensionists should have access to various knowledge that farmers need for economic development. They can extend it if necessary, depending on their tasks. The extension should disseminate to farmers may include technology transfer, market-based crop plan, market information, developing small enterprises and discovering new economic venture.

Sustainability of projects: Extensionists have much experience in coping with people's actions. Projects will have a greater chance of being sustainable if they apply their expertise. (Röling, 1988). Many government projects become unsustainable as soon as the Government withdraws its funding, which is quite a challenge. The problem has been related to ownership and group dynamics in the past. After farmer groups have been educated, it is easier to understand ownership issues. Projects will have a greater chance of being sustainable if extensionists apply their ability.

Empowerment of the farming groups: According to proponents of development, the "empowerment" of local people is the most proper aim for rural development. The extension should strengthen the human resource ability of poor farmers' organisations and the self-help group capacities to access valuable extension services. Many of the resource-poor farmer groups have inexperienced governance and leadership. Extensionists can create farmer institutions, organise farmers into associations and engage in other cooperative activities because they are well qualified in local organisational growth.

Rural cooperatives in India: Cooperatives in India are part of one of the world's most comprehensive rural finance systems. With the changing economy, agricultural cooperatives in India still have much room for improvement. Farmers can attract many customers by reaching out to many people (small and marginal farmers). And people under the poverty line. Agricultural cooperatives play an essential role in the rural hinterland. In India, there are approximately 4.5 lakh cooperatives with a total membership of 220 million citizens. Cooperatives date back to the twentieth century. At their start, they primarily served the financial needs of farmers, especially during harvesting and sowing. Today, the cooperatives handle most rural credit, which formed 65 per cent. Under India's different cooperatives, the credit cooperative is a powerful Indian system, which encompasses the rural credit cooperative organisation. Besides, in the villages of India. The other types of cooperatives found are societies of farmer service and multipurpose community for large-scale agriculture. Rural cooperatives also engaged in distributing quality inputs to farmers by charging maximum price through procurement activity. The knowledge of extension helps in that economic venture by supporting the sustainability of cooperatives.

Self-help group management: In India, "self-help group" is taken in a wide range of activities. SHGs assist about 33 million Indian women in obtaining

lower-cost financial services and other activities. Women in rural India, especially with lower castes and lower education level, facing a plight such as the adverse health condition and limitation to acquire financial products. India's rural development initiatives concentrate on developing women's economic status and other vulnerable people by providing micro-credit. The rural self-help group's existence is to empower the vulnerable group, especially women, to conquer the barriers. The extension plays a significant role in group formation, dynamic group management, group mobilisation for the sustainability of SHGs. Only sustainable groups can achieve their economic goal.

Check Your Progress 4

Note: i) Use the space provided below.

ii) Compare your answer with a model answer given at the end of the unit.

1) Briefly describe the role of extension personnel in empowering farmers.

.....

.....

.....

.....

.....

.....

16.5 SCOPE OF ECONOMIC INTERVENTION FOR EXTENSION PERSONNEL ON RURAL DEVELOPMENT

There are many government schemes and programmes for rural development. Under these schemes, there are many opportunities for extension personnel to give proper economic intervention. Economic intervention is interfering with the outcome, especially of a condition or process to improve financial situation directly or indirectly. Some critical interventions for rural people's economic development can be done correctly and effectively by extension personnel. Without those interventions, it is impossible to implement those rural development programmes to better rural people. Below some programmes are discussed where extension personnel can give economic intervention.

16.5.1 Pradhan Mantri Jan-Dhan Yojana (PMJDY)

The "Pradhan Mantri Jan-Dhan Yojana (PMJDY)" aims to ensure that the underrepresented, such as the weaker sections and low-income groups, have access to a wide range of financial services, namely basic savings bank accounts, need-based credit, remittances, insurance, and pensions. The main

aim is to financial inclusion of rural poor. To benefit from this Scheme, the people must be aware of the procedure of the Scheme. The extension personnel can create awareness among the weaker section of the rural areas related to the objective and benefits provided by the Scheme. Also, they can help in connecting rural people of remote areas with the bank network for mapping the service area for each bank. The extension workers know rural people have better than other stakeholders, so the service area's selection will be more purposeful. Using a debit card, Rupay card, open an account in a bank to benefit from the Scheme can also be trained by the Extension people.

Check Your Progress 5

- Note:** i) Answer the questions without consulting the text.
ii) Compare your answer with a model answer given at the end of the unit.
- 1) Identify the area where extension personnel can give economic intervention in PMJDY.

.....
.....
.....
.....
.....
.....

16.5.2 Atal Pension Yojana (APY)

The Atal Pension Yojana (APY) is a pension scheme for employees in the unorganised sector, such as personal maids, drivers, and gardeners. APY helps to assist these employees in saving money for their retirement. The extension personal can inform the potential beneficiaries about the criteria essential for obtaining the benefit. People of the unorganised sector do not know or hesitate to approach a bank for opening a bank account. Their savings is also meagre; they do not prefer to open a bank account. However, to obtain benefits under the APY, the beneficiaries must have a bank account. Here, the extension personal can help them by creating awareness about the benefits of having a bank account. To apply for the pension, the person also needs to have an Aadhaar number and mobile number. For obtaining the ADHAAR number, extension personnel may inform them about the procedure. Here the extension personal can create awareness and conduct training about these things.

Check Your Progress 6

- Note:** i) Answer the questions without consulting the text.
ii) Compare your answer with a model answer given at the end of the unit

- 1) Show three primary features of APY where extension personnel can give intervention for effective implementation of the programme.

.....

.....

.....

.....

.....

16.5.3 Kisan Credit Card Loan Scheme

The Kisan Credit Card scheme is an initiative that gives farmers access to credit on a timely basis. The KCC scheme ensures that farmers in the agriculture, fisheries, and animal husbandry sectors had access to short-term formal credit.

The farmers' benefit is yet to harvest due to a lack of awareness and knowledge about the eligibility criteria and the card's procedure. If the farmers do not receive KCC, they will not be benefitted financially. Therefore, the rural extension personnel should create awareness among the farmers about the KCC and explain how to obtain KCC. The extension personnel can help the sharecroppers' farmers and tenants' farmers form self-help groups or joint liability groups to get KCC. They help them to prepare a crop production plan for availing bank loan. They also create peer pressure so that the beneficiary will utilise the loan properly and repay the loan regularly.

16.5.4 Krishi Vigyan Kendra (KVK)

The KVK is a centre of agricultural development under ICAR. In each district, there is one KVK established by the central Government. KVK is a concept of extension education, and entire activities are carrying out by following the extension principle. The mandate of KVK is Technology Assessment and Demonstration for its Application and Capacity Development.

In a KVK, there are six numbers of specialist from agricultural subjects. According to their goals, they need to conduct training to improve crops' production and productivity and work on-farm trials to solve local problems. They train up grassroots-level extension personnel to refresh their knowledge of subject matter and extension activities methodologies. The KVK conducts Front Line Demonstration on newly released varieties. The extension personnel should help other scientists of KVK on how to conduct training, On-Farm Trial and FLD. Extension personnel should take part in organising Farmers' Fair, Field Day, and Exposure Visit.

Check Your Progress 7

- Note:** i) Answer the questions without consulting the text.
ii) Compare your answer with a model answer given at the end of unit.

1) In a KVK, what are the roles an extensionist can play?

.....
.....
.....
.....
.....

16.5.5 PM Kisan Samman Nidhi Scheme

In the Pradhan Mantri Kisan Samman Nidhi scheme, all farmers can avail up to Rs. 6,000 every year as their income support. The Government is working to make institutional credit more available to all farmers. This is carried out by combining the Kisan Credit Card (KCC) and Kisan Samman Nidhi schemes. A Kisan Credit Card is now available to all Kisan Samman Nidhi beneficiaries. Under the PM Kisan Samman Nidhi Scheme, the extension personal can create awareness among the farmers about the Scheme's benefits and how to obtain financial services under the Scheme. Extension personal can effectively create awareness among farmers and inform them about the procedure. The economic benefits given to the farmers depend on the farmers' awareness about the Scheme. The extension personnel also educate farmers about digital banking, direct transfer of benefits and opening of bank account, and repayment under KCC.

16.5.6 Soil Health Card Scheme

Soil Health Card Scheme is a scheme launched by the Government of India. The Scheme aims to promote soil test-based and balanced use of fertilisers to enable farmers to realise higher yields at a lower cost. The main aim is to aware growers of the right amount of nutrients for the concerned crop depending on soil quality. The soil health card scheme is introduced to improve crops' production and productivity by maintaining soil health and the judicious application of fertilisers. When the farmers apply Soil Health Card-based fertilisers, they can save money and get more production.

In most cases, it is seen that farmers are not aware of the soil health card scheme. Therefore, the extension personnel need to create awareness, conduct training and use soil health card-based recommendation. When the extension personnel give this type of intervention, then soil health card-based recommendation will be increased considerably.

Check Your Progress 8

- Note:** i) Answer the questions without consulting the text.
ii) Compare your answer with a model answer given at the end of the unit.
- 1) How extension personnel help the farmer with their economic development through the Soil Health Card Scheme.

.....
.....
.....
.....
.....
.....

16.5.7 Deen Dayal Antyodaya Yojana – NRLM

It is a flagship programme of the Government for improving rural livelihoods. For this purpose, the Government select some criteria to avail benefits under the Scheme. The Scheme is provided for woman members of a poor rural household. At least onewoman member from each identified rural poor household is brought under the Self -Help Group (SHG) network in a time-bound manner. The Participatory Identification of Poor (PIP) approach is used to find the target group. The PIP must be a community-driven project. The PIP is critical, which can be done by extension personnel to provide economic benefits to the rural poor. The extension personnel can make a necessary intervention to create awareness about the Scheme and organise the rural poor women to form self-help groups to receive help from the Scheme.

Check Your Progress 9

- Note:** i) Use the space provided below.
ii) Compare your answer with a model answer given at the end of the unit.
- 1) Mention three intervention was given by extension personnel in NRLM to improve rural poor's economy.

.....
.....
.....
.....
.....

16.5.8 Pradhan Mantri Kaushal Vikas Yojana

The primary focus of the PMKVY 3.0 (2020-21) scheme is on up-skilling / re-skilling, focusing on future skills (industry) courses to increase the

workforce's productivity. It focuses on the Online / Digital mode of training for broader coverage. It also introduces significant reforms in the assessment ecosystem, including Common Assessment Centres (CACs) and online assessment tools. The extension personal can make large scale grass-root publicity, including booklet and pamphlet distribution; media campaigns /awareness programmes may be undertaken. They also create awareness about skill development training and mobilising youth to take skill training and become employable to earn their livelihood. Extension personal also help in Skill gap survey and analysis continuously to address the industry needs and contemporary market demand. They can mobilise the people to benefit from a scheme by organising different activities like Kaushal Mela, awareness, and advocacy and publicity. Without these interventions, the rural people will not get proper benefit from the Scheme and may not be able to improve their economic condition.

Check Your Progress 10

Note: i) Use the space provided below.

ii) Compare your answer with a model answer given at the end of the unit.

1) Answer the questions without consulting the text.

a) Identify some intervention performed by extension personnel to benefit the PMKVY 3.0 (2020-21) scheme.

.....

.....

.....

.....

16.5.9 Umbrella Integrated Child Development Services (ICDS)

The ministry of women and child welfare implemented the flagship programme known as Umbrella ICDS. These are:

- a) Anganwadi Services Scheme
- b) Pradhan Mantri Matru Vandana Yojana
- c) National Creche Scheme
- d) Scheme for Adolescent Girls
- e) Child Protection Scheme
- f) POSHAN Abhiyaan

Anganwadi Services Scheme: The Integrated Child Development Services (ICDS) Scheme is one of India's flagship programmes. It is the country's most visible sign of commitment to its children and nursing mothers as a response to the challenge of providing pre-school non-formal education. It is the country's most visible symbol of commitment to its children and nursing

mothers, breaking the vicious cycle of hunger, morbidity, reduced learning capacity, and mortality.

Poshan Abhiyaan (National Nutrition Mission) targets reducing the level of stunting, under-nutrition, anaemia, and low birth weight babies by reducing malnutrition/undernutrition and anaemia among young children, adolescent girls, pregnant women, and lactating mothers.

Pradhan Mantri Matru Vandana Yojana (PMMVY): In response to individuals meeting requirements, the Scheme offers a cash reward of Rs. 5,000/- in three instalments directly to the Bank/Post Office Account of Pregnant Women and Lactating Mothers (PW&LM) in DBT Mode during pregnancy and lactation.

Scheme for Adolescent Girls focuses on out of school girls in the age group of 11-14 to empower and improve their social status through nutrition, life skills and home skills. The Scheme has nutritional and non-nutritional components, which include nutrition; iron and folic acid supplementation; health check-up and referral service; nutrition and health education; mainstreaming out of schoolgirls to join formal schooling bridge course/ skill training; life skill education, home management etc.; counselling/ guidance on accessing public services.

National Creche Scheme provides day-care facilities to children of 6 months to 6 years of working women. The facilities are provided for seven and a half hours a day for 26 days a month. Children are provided with supplementary nutrition, early childcare education, and health and sleeping facilities.

Child Protection Services Scheme aims to contribute to children's improvement and well-being under challenging circumstances and reduce vulnerabilities to situation and actions that lead to abuse, neglect, exploitation, abandonment, and separation of children from a parent. The Scheme aims to spread awareness regarding the ways and means to prevent all children from child abuse of any kind, including child sexual abuse.

When the beneficiaries are well informed about the programmes, they can avail the facilities. Thereby they can reduce the cost of health service and nutritional food. Also, they will be empowered, which is vital for income generation. Through an awareness programme, extension workers may help the beneficiaries. They also conduct training in soft skills.

16.5.10 Schemes for Tribal People

Under the ministry of tribal affairs, there are many schemes for tribal people. They targeted the tribal students to continue their education up to a higher level. For that purpose, it provides different schemes. As most of the tribal population lives in remote areas, many are not aware of the schemes. Here also the extension personnel may provide detailed information to them for availing scholarships.

16.5.11 Pradhan Mantri Adarsh Gram Yojana (PMAGY)

The Pradhan Mantri Adarsh Gram Yojana (PMAGY) is implemented to enable an area-based development. The approach finds needs or Gaps about the 'Monitorable Indicators' based on a Need Assessment exercise. The 'Village Development Plan' (VDP) is based on the data collected as part of the Need Assessment exercise. Here the extension personnel can give their intervention as they are skilled in the gap analysis.

16.5.12 Women Empowerment Schemes

There are many schemes for women empowerment. It will help improve the family's economic condition and help in rural development when women empower. The Government of India introduces different schemes for women empowerment. Women in our society receive less information, as most of the data is given to their male counterparts. When extension personnel inform rural women about the Schemes, then they can harvest the benefits. Thereby they will make them empower. Once a woman empowers, they can improve their economic condition by doing different income-generating activities.

16.5.13 Mahatma Gandhi National Rural Employment Guarantee Act (Mgnrega)

It gives a legal guarantee of wage employment to the adult members of rural households willing to do unskilled manual labour subject to a maximum of 100 days per household. It applies to all villages in the district. Every rural family has the right to register under MGNREGA.

In MGNREGA, there are many rules and regulations through which the rural poor will get 100 days guaranteed works. For that purpose, the rural poor who are willing to work manual on unskilled work needs to obtain a job card. If the beneficiaries cannot receive 100 days guaranteed work, they will also get the wedges for 100 days. However, the act has a provision to release total wages to the beneficiaries if they cannot provide 100 days of work to job cardholders. For that purpose, the beneficiaries need to apply for it. The lack of proper information of the beneficiaries about claiming total wages is the main reason for not obtaining the benefits. The success is based on how rural people know the facilities and procedures. Thus, the intervention of extension personnel is crucial.

Check Your Progress 11

Note: i) Answer the questions without consulting the text.

ii) Compare your answer with a model answer given at the end of the unit.

1) What is MGNREGA?

.....
.....

16.6 LET US SUM UP

To sum up the discussion, most rural development programmes' purposes rural people's economic development. However, the programmes wise the activities are different. Intended beneficiaries will harvest such economic benefits if they know about the programmes and their activities. For some programmes, beneficiaries need to open a bank account, obtain an ADHAAR card, PAN card, and form self-help groups. Extension personal are skilled in awareness creation, social mobilisation, group formation and management of the group. Therefore, if extension personnel are involved in these interventions, it will help the rural people to receive help from rural development programmes. Without these types of extension personnel interventions, rural development programmes will not achieve their economic goals.

16.7 KEYWORDS

Poverty: It is a condition in which an individual or household lacks the financial resources to afford a bare minimum standard of living.

Rural economy: It is characterised by the primary sector & allied (joined) activities. The rural economy is a producers' economy.

Economic strategy: It involves applying economic principles and methods to provide clients with unique insights to address specific issues/problems and enhance their long-term performance.

Economic intervention: The act of interfering with the outcome, especially of a condition or process, improves the financial situation directly or indirectly.

16.8 SUGGESTED READINGS

Handbook of Extension Education. By Indian Council of Agricultural Research, New Delhi (2020)

New Trends in Extension Education by B. Kumar (2018). KALYANI Publisher

Rural Development: Principles, Policies and Management by K.Singh (2009). SAGE Publications India Pvt Ltd

4.9 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress I

- 1) Poverty can be defined as a condition in which an individual or household lacks the financial resources to afford a bare minimum standard of living.

Check Your Progress 2

- 1) Rural development aims to improve rural lives with rural people's participation to meet rural communities' critical needs.

Check Your Progress 3

- 1) Economic strategy involves applying economic principles and methods to provide clients with unique insights to address specific issues/problems and enhance their long-term performance. Rural development requires clear economic strategies that engage all stakeholders, boost innovation, and improve productivity. It is a collaborative strategy-which. It is especially critical in austerity or economic distress-requires setting priorities and moving beyond long lists of discrete recommendations. Here extension has a significant role to play.

Check Your Progress 4

- 1) The promoter of growth believes that the most reasonable target for rural development is the "empowerment" of local people. By strengthening their human resource capacities, an extension can assist disadvantaged farmers' organisations, and self-help groups gain access to appropriate extension services. The governance and leadership of many of the resource-poor farmer groups are inexperienced. Extensionists may be able to assist poor farmers in obtaining capital by enabling them to save or borrow. They can create farmer institutions, organise farmers into associations and commodity groups, and engage in other cooperative activities because they are well trained in local organisation formation. India's self-help groups encompass various programmes that assist 33 million Indian women in obtaining lower-cost financial services and other activities. Women in rural India, especially those from lower castes and with lower levels of education, face poor health and the inability to purchase financial items. India's rural development initiatives concentrate on developing women's economic status and other vulnerable people by supplying micro-credit. The psychological and economic conditions of rural women improve after receiving the loan. The purpose of the rural self-help group is to empower vulnerable people, especially women, to overcome obstacles. For SHG sustainability, the extension is critical for community forming, dynamic group management, and group mobilisation. Only sustainable groups can achieve empowerment and economic goal.

Check Your Progress 5

- 1) The PMJDY provides various services to help the poorer sections of society improve their economies. People must be informed of the Scheme procedure in order to obtain assistance from it. The extension personnel in rural areas can create awareness among the weaker section of the rural areas related to the aim and benefits provided by the Scheme. Also, they can help in connecting rural people of remote areas with the bank network for mapping the service area for each bank. The extension

workers know rural people have better than other stakeholders, so the service area's choice will be more purposeful. Using a debit card, Rupay card, open an account in a bank to receive help from the Scheme can also be trained by the extension people.

Check Your Progress 6

- 1) The three areas of APY where extension personnel may give economic intervention are described below.

People in the unorganised sector are unaware of the various government services available to them. They are unable to use the services provided to them in this case. As a result, the extension personnel will make the required intervention in this situation. They will also remind prospective beneficiaries of the various requirements and qualifications that must be met to receive the benefit. People of the unorganised sector do not know or hesitate to approach a bank for opening a bank account. Their savings is also meagre, and under that situation, they do not prefer to open a bank account. However, to obtain benefits, the beneficiaries must have a bank account. Here, the extension personal can help them open a bank account.

Check Your Progress 7

- 1) In KVK's activities, extension personnel have many economic interventions. The extension personnel should help other scientists of KVK on how to conduct training, On-Farm Trial and FLD. Extension personnel may take part in organising Farmers' Fair, Field Day, and Exposure Visit.

Check Your Progress 8

- 1) It is seen that farmers are not aware of the soil health card scheme in many cases and less interested in it. Therefore, the extension personnel need to create awareness, conduct training and benefits of using soil health card-based recommendation.

Check Your Progress 9

- 1) The extension personnel can make a necessary intervention to create awareness about the Scheme and organise the rural poor women to form self-help groups to receive help from the Scheme. The extension personal can help the Gram Panchayat, and Gram Sabha identifies the beneficiaries by applying the PIP method because the extension personnel are well worth this type of participatory approach.

Check Your Progress 10

- 1) For PMKVY 3.0 (2020-21) scheme, the extension personal can make large scale grass-root publicity, including Booklet and Pamphlet distribution; Media Campaigns /Awareness Programmes may be undertaken. They also create awareness about skill development training and mobilising youth to take skill training and become employable to earn their livelihood. Extension personal also help in Skill gap survey

and analysis continuously to address the industry needs and contemporary market demand. They can mobilise the people to receive help from a scheme by organising different activities like Kaushal Mela +Awareness and Advocacy + Publicity. Without this intervention, the rural people will not benefit from the Scheme. They may not be able to improve their economic condition.

Check Your Progress 11

- 1) It gives a legal guarantee of wage employment to the adult members of rural households willing to do unskilled manual labour subject to a maximum of 100 days per household. It applies to all villages in the district. Every rural family has the right to register under MGNREGA.

