

EXTENSION PROGRAMME PLANNING

DEFINITION

A programme is the total educational job being done in a particular setting. It is a prospectus or a statement issued to promote understanding and interest in an enterprise.

According to Kelsey and Hearne (1967) Extension Programme is a statement of situation, objectives, problems and solutions.

Planning is a process, which involves studying the past, and present in order to forecast the future and in the light of that forecast determining the goals to be achieved and what must be done to reach them.

Programme Planning is a decision making process involving critical analysis of the existing situation and the problems, evaluation of the various alternatives to solve these problems and the selection of the relevant ones, giving necessary priorities based upon local needs and resources by the cooperative efforts of the people both official and non-official with a view to facilitate the individual and community growth and development.

IMPORTNACE OF PROGRAMME PLANNING

Rural development work is basically a joint effort of many agencies. It is essential to coordinate the activities of various agencies involved in the work. Programme planning helps in understanding the statement of purpose both by the extension workers and the people. The reasons for having a programme may be specifically stated as follows (Kelsey and Hearne, 1967).

- (1) To ensure careful consideration of what is to be done and why.
- (2) To furnish a guide against which to judge all new proposals.
- (3) To establish objectives towards which progress can be measured and evaluated.
- (4) To have a means of choosing the important (deep rooted) from incidental (minor, less important) problems and the permanent form temporary changes.
- (5) To develop a common understanding about the means and ends between various functionaries and organizations.
- (6) To ensure continuity during changes in personnel.
- (7) To help develop leadership.
- (8) To avoid waste of time and money and promote efficiency.

(9) To justify expenditure and to ensure flow of funds.

(10) To have available in written form a statement for public use.

STEPS IN EXTENSION PROGRAMME PLANNING

1. Collection of facts

It is the starting point of programme planning process. Pertinent data may be collected from the available records and survey of the area. Information relating to the people, their enterprises, levels of technology, facilities and constraints, values etc. relevant to programme building may be collected. Information may also be collected from Panchayats, Cooperatives and other organizations in the area.

2. Analysis of situation

The data and information collected are then analyzed with the local people. This shall help in understanding the situation in its proper perspective.

3. Identification of problems

A proper analysis and interpretation of the data shall help in correctly identifying the problems. There may be many problems, but only the urgent and significant ones, which may be solved with the available resources and within the limits of time, should be selected. Selections of a large number of problems, which cannot be properly managed, lead to a failure of the programme and generate frustration among the people. *Notes*

4. Determination of objectives and goals

The objectives are then set forth on the basis of the significant needs identified. The objectives should be direct and stated in clear terms. To make the objectives realistic and actionable, there is need to state them in terms of specific goals. In the determination of goals it may be necessary to again go through the data and information analyzed; to find out what could actually be done in the existing situation, with the available resources and time, which will be compatible and with which the people shall cooperate. It is necessary to discuss with the local people and local institutions, which shall also legitimize the programme planning process.

5. Developing plan of work and calendar of operations

The plan of work should be in written form and shall indicate who shall do what job i.e. what the change agent system and the client system shall do; which institutions, organizations, service departments shall be involved; what will be the financial requirement and how it shall be met; what arrangements shall be made for marketing of the produce, training of the farmers and so on. The plan should have all the essential details and no important point should be left out.

The calendar of operations shall be prepared on the basis of the plan of work and shall specify when a particular work shall be done, preferably mentioning date and time; how much quantity of different inputs including credit shall be required and when these must be made available; when, where and for how many days the farmers and farm women shall be trained, who are the specialists to be involved in training and preparing the handouts, when the publications shall be ready for distribution etc. That is, the calendar of operations shall specifically state how and when all the significant activities shall be performed. This should be at least for one season or for a period of one year. In that case, they may be termed as 'seasonal plan' or 'annual plan'.

6. Follow through plan of work and calendar of operations

This is not a routine type of work as many people may think. Training of participants, communication of information, conducting method demonstrations, making regular visits and monitoring are some of the important functions the extension agent shall perform at this stage. The work shall include solving unforeseen problems and taking corrective steps where needed. The performance of the extension agent and the organizational support received at this stage may make the difference between success or failure of a programme. Obtaining feedback information as to what is happening to the farmers after introduction of new technology is extremely important at this stage.

7. Evaluation of progress

Evaluation is the process of determining the extent to which we have been able to attain our objectives. All programmes must have an inbuilt system of evaluation to know how well the work is done. It should be a continuous process not only to measure the end result but also to ensure that all the steps are correctly followed. Evaluation may be formal or informal, depending on the importance of the programme and also on the availability of trained manpower, funds, facilities and time.

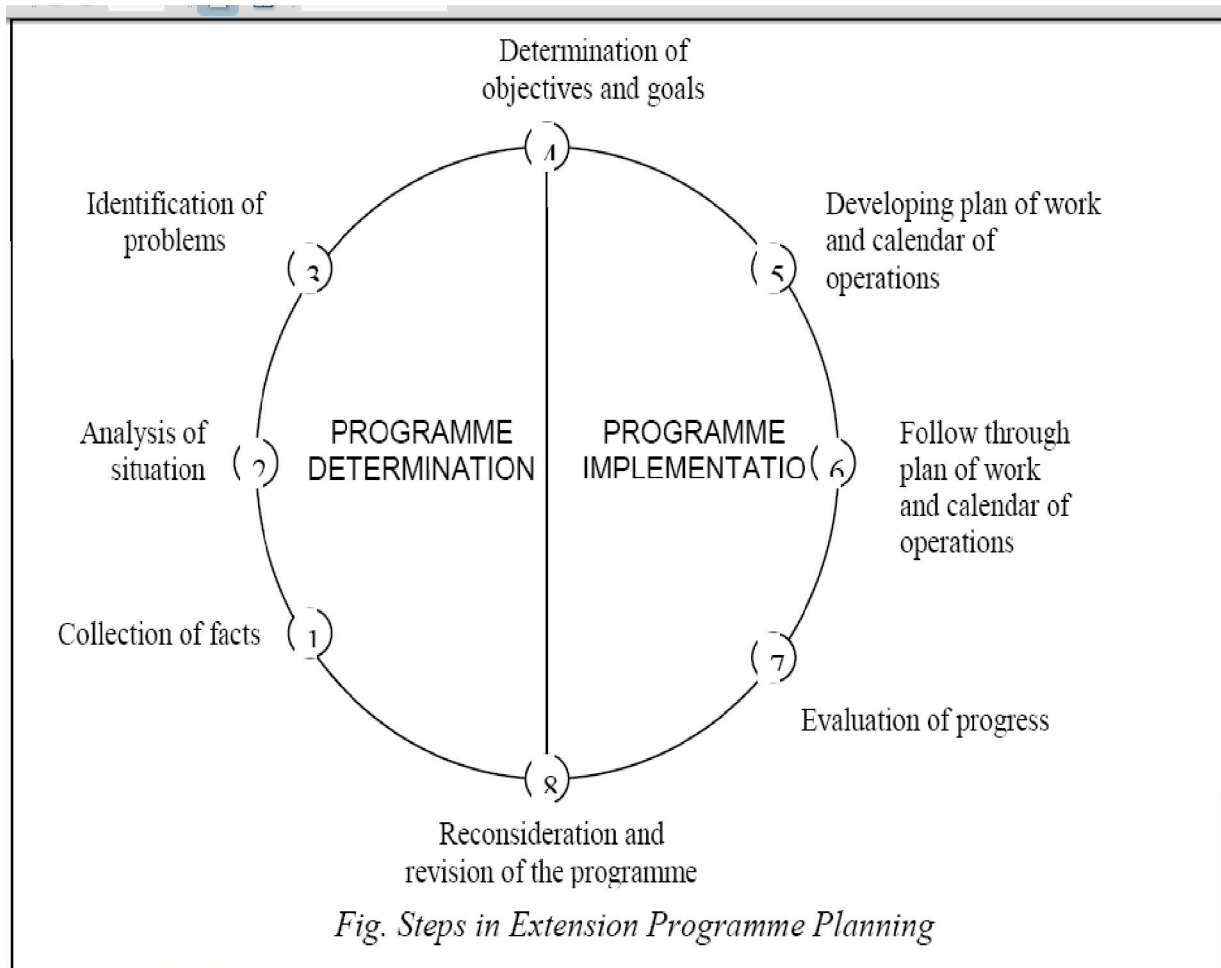
Programme evaluation involves the following three essential steps –

- i) Setting up of some standards or criteria in relation to the objectives.
- ii) Collection of information.
- iii) Making judgment, and drawing some unbiased and valid conclusions.

8. Reconsideration and revision of the programme

On the basis of the results of evaluation, the programme should be reconsidered and revised, if needed. This reconsideration should be done not only with the participants; but also with the scientists, administrators in extension organization and local bodies like Panchayats, etc.

Reconsideration shall help in making necessary corrections and modifications in the programme. In reconsideration, emphasis should be on the removal of technical defects if any and how to obtain more cooperation and involvement of the participants and various organizations. The purpose of such an exercise is to make the extension programme more effective by removing the defects.



MONITORING AND EVALUATION

MONITORING

MEANING AND DEFINATION

Monitoring is a continuous/ periodic review and surveillance by management, at every level of the implementation of an activity to ensure that input, deliveries, work schedules, targeted outputs and other required actions are proceeding according to plan.

Monitoring is a process of measuring, recording, collecting, processing and communicating information to assist project management decision making.

To be precise and brief, monitoring system in an information system for management decision making.

A project's operation and performance are the aspects of concern in monitoring with a view to keep track of the technical and economic 'efficiency' of the project. In monitoring, the purpose is to ascertain whether project objectives are achieved. This is carried out in terms of

- Whether the various tasks are carried out according to schedule.
- Whether project impact is in accord with project objectives.
- Whether project objectives/ targets/ execution needs adjustments.

Thus, monitoring is a management function and begins with the start of a project and ends with the completion of project.

EVALUATION

DEFINITIONS

The term '**Evaluation**' is a derivative of the Latin word 'Valere' **means strength of**. From 'Valere' comes the word 'Value' meaning **worth or quality of something**.

In simple words evaluation may be defined as the process or method of determining the worth or quality of something. This something in extension may be an activity, a programme, a situation, a process, a procedure, a method, an innovation, a practice, an organization, a person, a group of persons and the like.

Evaluation is defined in the following manner :

- Extension evaluation can be defined as a continuous and systematic process of assessing the value or potential value of extension programmes.

- Evaluation is the process of assessing the degree through which one is achieving his objectives.
- Evaluation is the comparison of two situations before and after a developmental programme, has operated within it for a predetermined period. In other word, evaluation measures performance against a predetermined goal

MEANING

Evaluation is an activity we engage in every day because we are always making judgments relating to the value or worth of things we do or experience. For example, we are constantly evaluating the food we eat, the jobs we do, the programmes we listen to on radio, and so forth.

The following sequence of steps is usually involved in all evaluations:

- Evaluations are usually prompted by the need to make a decision about the value or potential value of something. For example, if we are listening to a programme on the radio for entertainment, we may need to decide whether such a programme is likely to provide the type of entertainment we are looking for. Or, at the end of the programme we may want to decide whether we would listen to similar programmes in the future.
- We define criteria as to what constitutes an entertaining programme for us (type of music, amount of certain type, etc.)
- We make observations or collect evidence relating to the criteria (what type of music is being played and how often)
- We form judgments relating to the value or potential value of the programme (not valuable or not likely to be valuable because the music we like is hardly being played).
- In our day to day activities we may hardly be aware of these steps. However, in systematically evaluating extension programmes, explicit attention must be given to each step in the process.

TYPES OF EVALUATION

(a) Informal and Formal Evaluations

There are several degrees of evaluation. This can be illustrated by means of a continuum. At one end of the continuum there are "casual every day evaluation" or informal evaluations, and at the opposite end, "scientific research" or formal evaluations.

**CASUAL
EVERYDAY
EVALUATIONS**



**SELF
CHECKING
EVALUATIONS**

**DO-IT-
YOURSELF
EVALUATIONS**

**EXTENSION
STUDIES**

**SCIENTIFIC
STUDIES**

Casual everyday evaluations: They are like the first impressions of Extension Worker about his meeting or the umbrella decision. They are the ones we ordinarily make without much consideration of the principles of evaluation in the decisions we make about simple problems.

Self-checking evaluations: It includes further checking on our ordinary observations. It includes talking further with others, writing to others for their judgement, sending out a brief questionnaire having one filled out at a meeting and so on.

Do-it-yourself evaluations: They are more systematically done, more carefully planned and usually require some technical help. Each step in the evaluation is considered, planned and carried out with due consideration to evaluation principles.

These evaluations are not complex and involved. They are usually surveys which produce usable results and which can be easily with some training in evaluation or with some technical help.

Extension studies: These are more involved and complicated to plan and carry out than any of the preceding locations on the scale. They are broader in scope. They require greater attention to sound principles of scientific procedure in order to secure the accuracy needed. Theses for Master's degrees usually fall in this location.

Scientific research: it is at the "top" of the scale, involving very complex problems and techniques for getting information from which conclusions can be drawn. Long-time and experimental studies to determine cause and effect relationships are characteristics of this location. For example, atomic research, satellite research or cancer research.

(b) Formative and Summative Evaluations

Formative evaluation attempts to identify and remedy shortcomings during the developmental state of a programme. Formative evaluations are conducted before programme completion, more particularly, during programme implementation. Such evaluations provide early feedback on programme weakness, which can be used to modify or adjust the remaining stages of a programme.

Summative evaluation assesses the worth of the final version when it is offered as an alternative to other programs. Summative evaluations are conducted after the completion of the programme to assess the accomplishments and whether intended objectives are achieved.

(c) On-going and Ex-post Evaluation

Ongoing evaluation is an action-oriented analysis of project effects and impacts, compared to anticipations, to be carried out during implementation.

Ex-post evaluation would resume this effort several years after completion of the investment, to review comprehensively the experience and impact of a project as a basis for future policy formulation and project design.

ADVANTAGES OF EVALUATION

- It helps to establish a bench mark - the situation at the start of the programme
- It shows how far our plans have progressed.
- It shows whether we are proceeding in the right direction.
- It indicates effectiveness of a programme.
- It helps to locate strong and weak points in any programme.
- It improves our skills in working with the people.
- It helps to determine priorities for activities in plan of work.
- It brings confidence and satisfaction to our work.

DIFFERENCE BETWEEN MONITORING AND EVALUATION

S. No	MONITORING	EVALUATION
1.	Continuous : starts and ends with a programme	One shot operation; at a point of time (Usually after completion or mid way of a programme)
2.	Required for immediate use and mid course correction	Used for future planning
3.	Done by implementing agency	Usually by outside agency
4.	Quick but covers all units	In-depth; covers a sample
5.	Correcting/ managing process	Learning process
6.	Symptomatic; early warning system	Diagnostic