



Research Article

Constraints faced and suggestions offered by the programme coordinators of KVKs' in India

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SUMMARY : The constraints faced by programme coordinators in performing extension management and suggestions offered by them to overcome some of the practical problems will also be useful in structuring effective strategy for KVKs' established future as well as existing KVKs' in the country. The major constraints experienced and expressed by programme coordinators are the lack of promotion channel for the staff of KVK, number of vacant posts of the subordinate staff, intermittent flow of the funds from organization to KVK head for carrying out mandated activities, unwanted pressure from the local politician to fetch more benefits from KVK schemes to their own jurisdiction, untimely flow of funds for the extension activities and FLDs, frequent transfers of the staff from KVK to other department were the major constraints faced by the programme coordinators in managing the KVKs' as per the guidelines of council. Those are the constraints experienced and expressed by the programme coordinators to restrict their extension management ability. After studying the constraints faced by them some suggestions were also collected from them to overcome the constraints. The major suggestions given by programme coordinators in performing their work effectively as extension managers of KVKs' were related to urgent appointment of vacant posts, appointment of qualified technical staff, sufficient and timely supply of main and additional grants, provision of sufficient primary and advanced infrastructural facilities, career advancement, restriction on frequent transfer, availability of modern information communication technology, effective linkage with other organizations and personnel management policy.

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Constraint,
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BACKGROUND AND OBJECTIVES

At present, more than 540 KVKs' working in India have been designed to have vocational training to the practicing farmers, extension personnel and rural youths as well as for all those who want to seek self-employment. The KVK as a grass root level institution has to meet this need, which is so vital for technical literacy and rapid transfer of technology. The Krishi Vigyan Kendra is an organization, which is concerned with social system having several groups of people like; specialists, administrators, technicians, farmers, extension workers, labourers and other beneficiaries (Anonymous, 2005). Each group has its own characteristics, attitudes, traditions, values and forms of behaviour. The people for whose benefits, the extension activities are designed may

not be readily interested due to multiplicity of factors like; likeness, inhibitions, taboos, suspiciousness, reservations and prejudices (Bhople and Palaspar, 1996). Looking to the importance of KVKs' in effective TOT system, it was found worthy to study the constraints faced by programme coordinators of KVKs' in the management of different activities of KVKs' and seek their suggestions. To fit in the changing scenario of the global agriculture the acclimatization of the programme coordinators is a current need of the time for sustainable agriculture development (Van de Ban, 2004). The constraints faced by programme coordinators in performing extension management and suggestions offered by them to overcome some of the practical problems will also be useful in structuring effective strategy for future. The

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programme coordinators have to perform multifold roles of planner, organizer, director, communicator, controller, supervisor, coordinator, leader and decision-maker. It was, therefore, felt necessary to examine constraints faced by them in effective management of their KVKs' and also to collect their valuable suggestions to overcome the same in effective transfer of technologies in the field of agriculture extension management (Pathak *et al.*, 2005). For this, present study was undertaken with following objectives: to study the constraints faced by programme coordinators of KVKs' in the management of different activities of KVKs' and to seek their valuable suggestions based on practical experience to overcome the constraints for efficient transfer of technology through KVKs'.

RESOURCES AND METHODS

Keeping in view the objectives of the study, the present study was carried out in all the eight zones of India where Krishi Vigyan Kendras are in operation in transfer of technology process. The ex-post facto research design was applied for the study. Out of total 320 KVKs' in India, with five years of functioning experience with well established, full-fledged activities, about fifty per cent (160 KVKs') KVKs' were selected purposively for the study. A random sample of the total 160 programme coordinators of KVKs' from the different zones of India was selected for this study. A random sample of 12 to 20 programme coordinators of those KVKs' which have completed at least 5 years of working were selected from all the eight zones. The responses were collected in three point continuum *viz.*, "Most important", "Important" and "Not important". In the present study, constraints faced by the programme coordinators in managing KVK were studied. They were requested to express the constraints faced by them. These constraints were ranked according to their importance based on mean score and are presented in Table 1. In the present study, after studying some constraints faced by the programme coordinators in managing KVK, they were also requested to express their valuable suggestions based on their practical experiences. mean scores were worked out to understand its importance. The suggestions were also ranked according to their mean score and are presented in Table 2.

OBSERVATIONS AND ANALYSIS

The results of the present study as well as relevant discussion have been summarized under following heads:

Constraints faced by programme coordinators in managing KVK:

In the present study, some constraints faced by the programme coordinators in managing KVK were studied. They were requested to express the constraints faced by them. These

constraints were ranked according to their importance based on mean score and are presented in Table 1. A glance of Table 1 shows that no promotion channel had been arranged for the staff of KVK, many post of the subordinate staff lying vacant, intermittent flow of the funds from organization to KVK head for carrying out mandated activities, fund for the extension activities and FLDs is not released in time by the council. The similar results was reported by Jondhale *et al.* (2000), frequent transfer of the staff from KVK to other department are the major constraints faced by the programme coordinators in managing the KVK. Further they opined that most of the staff is engaged with organizational work or say other than KVK

Table 1: Constraints faced by programme coordinators in managing KVK (n=160)

Sr. No.	Constraints	Mean score	Rank
1.	Many posts of the subordinate staff lying vacant	1.79	II
2.	Majority of the subordinate staff not fulfilling the required educational qualification	1.31	IX
3.	Frequent transfer of the staff from KVK to other department	1.52	V
4.	Fund for the extension activities / FLDs is not released in time by the council	1.58	IV
5.	Most of the staff remains engaged with local organizational work and less for the KVK activities	1.41	VI
6.	No promotion channel for the KVK staff	1.93	I
7.	Inadequate infrastructure facilities such as building, fencing, tube well, vehicle etc	1.38	VII
8.	Unnecessary involvement of organizational head in taking decision regarding planning, execution and implementations of the KVK activities	1.35	VIII
9.	Unfair interference of the local organizational head should be removed.	1.29	X
10.	Intermittent flow of the funds from organization to KVK head for carrying out mandated activities.	1.59	III
11.	Pressure from the local politician to fetch more benefits from KVK schemes to their own jurisdiction.	1.13	XI
12.	Local organizational rules do not allow the KVK staff to work freely according to the guidelines of council.	1.31	IX

Table 2: Suggestions offered by programme coordinators to overcome the constraints in managing KVK (n = 160)

Sr. No.	Suggestions	Mean score	Rank
1.	Vacant posts especially technical including programme coordinators should be filled up immediately.	1.63	I
2.	Disciplines as well as qualification should be considered while appointing technical staff.	1.52	II
3.	Career advancement scheme for the KVK staff should be implemented and frequent transfer of the KVK technical staff should be avoided.	1.40	III
4.	Demonstration unit / training laboratory as well as infrastructural premises should be well equipped.	1.36	IV
5.	KVK grant should be directly released to the KVK account for timely operation. Additional grant should be provided to the KVK for carryout extension activities	1.32	V
6.	Sufficient grant especially for extension activities should be provided and such grant should be released timely.	1.30	VI
7.	Power and authority should be delegated to the programme coordinators adequately, considering their responsibility.	1.27	VII
8.	Vehicle facility especially for carrying extension activities in village situation is highly essential.	1.24	VIII
9.	The KVKs should be restricted to perform only extension tasks. Administration and extension work should be separated accordingly.	1.21	IX
10.	Modern information and communication technology should be made available to all KVKs.	1.19	X
11.	A strong coordination and linkage on permanent basis should be established between research institutions and KVKs.	1.17	XI
12.	All the necessary infrastructural facility and educational facility for the staff should be made easily available.	1.14	XII
13.	There should be a provision for work motivation and incentives for the staff of KVKs.	1.11	XIII

Contd.....Table 2

Table 2.... Contd

14.	Frequent transfer of the staff should be restricted.	1.09	IXV
15.	Mechanism of strong linkages and coordination with other extension agencies is necessary.	1.07	XV
16.	An adequate personnel management policy should be adopted.	0.62	XVI
17.	Standard and uniform evaluation system for extension work should be suggested by the ICAR to all the KVKs.	0.38	XVII

activities, inadequate infrastructure facilities such as building, fencing, tube well, vehicle etc., unnecessary involvement of organizational head in taking decision regarding planning, execution and implementations of the KVK activities, inadequate required educational qualification among the subordinate staff, local organizational rules do not allow the KVK staff to work freely according to the guidelines of council were the other constraints experienced and expressed by the programme coordinators to restrict their extension management ability. The same results were reported by Patel (2001). Promotion encourages employees to view the organization as one offering them career growth. An incentive like promotion increases participation rate of employees and helps to create healthy completion to develop organization. It is needed to adhere healthy behaviours of employee. The purpose of the incentive is to encourage employees to adopt positive behaviours or maintain an existing positive behaviour. Many organizations also provide incentives merely for active and healthy participation of employee in the development of organizations. Promotion helps in making organization more effective and enhances responsiveness of the employees. For this reason, if channel of promotion does exist in KVK setup, authority should take care of this constraint expressed by the programme coordinators.

The another important constraints faced by the programme coordinators, was issue of the vacant posts, it is natural that to perform all the activities of KVK effectively, sufficient number of subordinate staff is needed by the manager or any organizers, understanding this; urgent appointment of subordinate staff on the vacant posts was realized by the programme coordinators. The high performance team of human is one of the most important resources in development of any public dealing organizations. The organization like KVKs' are involved in many activities, so to carry out work as per the mandates, programme coordinators need necessary active human resources. One should not expect best result from programme coordinators without enough and skillful human resources. The organizations that pay attention to the key factor of giving professional force of co-workers to the

managers can create a positive and productive environment for their organizations that will drive overall performance and long-term success.

Suggestions offered by programme coordinators to overcome the constraints in managing KVK:

In the present study, after studying some constraints faced by the programme coordinators in managing KVK, they were also requested to express their valuable suggestions based on their practical experiences. These suggestions were felt important to study to provide feedback to the concerned authority for the effective results of existing KVKs' as well as to provide some guideline for those KVKs' which are under considerations to establish all over India. The suggestions were collected in three continuums and their mean scores were worked out to understand its importance. The suggestions were also ranked according to their mean score and are presented in Table 2.

Table 2 reveals major suggestions given by programme coordinators in performing their work as extension managers of KVKs'. These suggestions are as bellow. Table 2 reveals that major suggestions given by programme coordinators in performing their work as extension managers of KVKs' were related to appointment of staff, sufficient and timely major and additional grants, all of the necessary infrastructural facility for the staff should be made easily available which indirectly influences in a positive manner on extension management work of KVKs', incentives, vehicle facility, career advancement, restriction on frequent transfer which adversely affects the planning and implementation of pre-decided extension programmes. Modern information communication technology such as computer, internet, fax, zerox, mobile phone, etc. should be made available to all KVKs', which are very essential for the development of extension management. It was also reported by Sawant (2004). It will reduce the communication gap between them, linkage with other organizations and personnel management policy, is necessary for effective management of extension programme. The KVKs' should be restricted to perform only extension tasks, administration and extension work should be separated accordingly. Decentralization of power and authority may be helpful to maintain the standard / quality of work and to carry out the responsibilities effectively. To get best results through KVKs', their practical suggestions should be considered by the concerned authority. In addition to this, while establishing new KVKs' all over India, programme coordinators of new KVKs' should be provided all the facilities to run the activities of KVK as per the desired goals and mandates.

Conclusion:

The constraints faced by the programme coordinators:

Lack of promotion channel for the staff of KVK, many

posts of the subordinate staff lying vacant, intermittent flow of the funds from organization to KVK head for carrying out mandated activities, pressure from the local politicians to fetch more benefits from KVK schemes to their own jurisdiction, funds for the extension activities and FLDs are not released in time by the council, frequent transfers of the staff from KVK to other department are the major constraints faced by the programme coordinators in managing the KVK. Further they opined that most of the staff is engaged with organizational work or say other than KVK activities, lack of adequate infrastructure facilities such as building, fencing, tube well, vehicle, unnecessary involvement of organizational head in taking decision regarding planning, execution and implementations of the KVK activities, inadequate required educational qualification among the subordinate staff, local organizational rules do not allow the KVK staff to work freely according to the guidelines of council are the other constraints experienced and expressed by the Programme coordinators to restrict their extension management ability.

The suggestions expressed by the programme coordinators to overcome constraints:

The major suggestions given by programme coordinators in performing their work effectively as extension managers of KVKs' were related to appointment of qualified technical staff, sufficient and timely availability of main and additional grants, infrastructural facility, incentives, vehicle facility, career advancement, restriction on frequent transfer, modern information communication technology, linkage with other organizations and personnel management policy. To get best results through KVKs', their practical suggestions should be considered by the concerned authority. In addition to this, while establishing new KVKs' all over India, Programme coordinators of new KVKs' should be provided all the facilities to run the activities of KVK as per the desired goals and mandates.

Implications:

The high performance teams with the quality of autonomous team-work attitude and self-directed work nature can perform their various roles effectively. High-performance teams of co-workers usually achieve a high level of motivation. Motivation, in this regard is translated into zeal, drive or enthusiasm. They are impelled, intrinsically to improve their performance. Realizing this, constraints like inadequate number of subordinate staff, lack of qualified staff and unnecessary engagement of staff in other than organizational activities were faced by the programme coordinators of KVKs'. All over India, KVKs' are being run by SAUs, NGOs, Vidyapiths and ICAR research stations, it is therefore, Programme coordinators have to depend on the concern authority to utilize funds of KVK because funds are not being given directly to them. Within

this circumstance, untimely availability and improper utility of needed funds were understood as constraints by the programme coordinators. The results are in the line of the results reported by Patel *et al.* (1999). In addition to this, engagement of KVK staff to do less work for KVK and more for local organizations, intermittent flow of the funds from organization to KVK head for carrying out mandated activities, untimely release of fund for the extension activities/FLDs, pressure from the local politician to fetch more benefits from KVK schemes to their own jurisdiction and dependency on the administrative procedure of local organizational to work freely according to the guidelines of council were another constraints faced by the programme coordinators. The council should be taking care of these points for further improvement of KVKs' in the country for better output and result oriented workmanship in KVKs'.

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