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*Shaping Lives...
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Lecture 18

**Extension administration: meaning
and concept, principles and
functions**

Lecture 19

Monitoring and evaluation:



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Mosher (1975) organizes administration into two main tasks: essential and strategic.

The essential tasks include:

prior planning: setting performance objectives, budgeting, determining a work schedule and planning information flows;
and

execution: assigning tasks, supervising personnel, authorizing expenditures, maintaining physical facilities, resolving conflicts, revising programs to fit emerging situations, reporting and assessing progress and selecting and promoting employees



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The strategic tasks involve:
maintaining staff morale;
staff development;
thinking ahead;
fostering linkages with complementary organizations; and
expanding the organization's resources.



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The modern concept of Extension education is the means for achieving community development, includes several facets and subject- matter fields, of which agriculture is more important than the others. Hence “Agricultural extension” may be defined as special branch of Extension Education which deals with the economic and social aspects of people engaged in or associated with agriculture.



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An administrator must also be involved in strategic planning. The plan must opt for administrative transparency, sustainability of development activities, partnership with the private sector, and socio-political permeability – the openness and flexibility to incorporate new issues which society considers of general interest. A comprehensive strategic plan seeks to accomplish three goals. First, it defines the specific markets to be served – in terms of geography, types of services, clientele, delivery systems and other factors. Second, the plan identifies the capabilities required to serve target markets – including such items as personnel and support services. Third, the plan outlines realistic programs that can be developed and maintained by the institution in seeking to serve its specific markets. Mosher lists five key elements in a comprehensive strategic plan.



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Necessary functions central to management are often associated with the acronym **POSDCORB**, or **P**lanning, **O**rganizing, **S**taffing, **D**irecting, **C**oordinating, **R**eporting and **B**udgeting. The **planning** phase is regarded as one of the most fundamental steps a manager engages in, as it can be the determinant of the organization's success and productivity. Planning consists of determining the goals and objectives of the organization, considering the costs, and making the provisions for achieving the objectives. Organizing, staffing, directing, coordinating, reporting and budgeting, in short, are the means of carrying out the decisions made in the planning phase. The types of planning managers will exercise will depend on the manager's level in the organization and on the size and type of the organization (Waldron, et al., 1997).



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Organizing, or the process of assigning roles and connecting people and resources in order to meet the goals and objectives of the unit, is founded on five organizing principles (Marshall 1992, as cited in Waldron *et al.*, 1997):

- unity of command;
- span of control;
- delegation of authority;
- homogenous assignment; and
- flexibility.



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Once thought of as autocratic, **directing** is now more congruent with leadership, and refers to the process “whereby a work environment is created in which people can do their best work and feel a proprietary interest in producing a quality product or service” (Waldron, *et al.*, 1997).

Coordinating links various work components. Coordination of various job roles and responsibilities is conducted between staff members, the unit and other units within the organization. Coordination is described as either vertical reporting, as to supervisors, or horizontal reporting, as to colleagues and the management team.



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- Matching the best candidate to a specific job is necessary for success. The **staffing** stage consists of human resource planning and recruitment. The selected person should complete the recruitment process knowing the mission and objectives of the unit, the levels of responsibilities and authority, the degree of accountability and the systems and procedures followed to accomplish job tasks (Waldron *et al.*, 1997).



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POSDCoRB

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P	Planning
O	Organizing
S	Staffing
D	Directing
Co	Coordinating
R	Reporting
B	Budgeting