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Study on managerial functions of NGO extension service providers in Andhra Pradesh

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Abstract

Maximum number of respondents of NGO extension service providers was found to be in high category for all the managerial functions, such as organizing (91.1%), decision making (91.1%), training (86.7%), feedback (86.7%), planning (82.2%), professionalism (82.2%), leadership (82.2%), human resource development (82.2%), performance appraisal (71%), conflict management (64.4%) and rewards & awards (48.9%).

Keywords: pluralism, extension service providers (ESP), NGO extension service providers and managerial functions

Introduction

The emerging trends in the agriculture sector with the rapidly changing government new policies and diversified consumers demands in the market are more significantly influencing on competencies of extension service providers and their sustenance. Under the new economic compulsions and assertive market pulls, the sector is likely to differentiate itself into two prominent segments: one, a small segment moving rapidly towards commercialization of global standards, and another, a larger segment moving slowly towards a kind of dual-goal farming, combining food security with cash farming. At the same time during the last decade, there has been an increasing realization of the importance of tasks such as community mobilization, conflict management, problem solving, education and human development and the need for the extension staff to acquire social science skills to perform these tasks. Besides, changing rural development agenda the extension plays a major role in reducing the vulnerability of the poor (Christoplos *et al*, 2000) ^[1]. Solutions for reducing vulnerability rarely lie in the transfer of production technologies as such, but often in improved access to information on wider livelihood choices and institutional support such as micro finance, micro enterprises, entrepreneurship development, market access, etc. Hence extension needs a higher level of flexibility and a wide range of expertise to assist the poor with various options (Sulaiman and Holt, 2002) ^[7].

Samanta (1999) ^[5] opined that human resource management and development in agricultural extension should be planned and designed for both extension personnel and farmers regarding their training for skill and knowledge upgradation to make them fit into the extension and client systems of modern agriculture. Shashi kumar and Hirevenkanagoudar (2003) ^[6] opined that NGOs can play in a development process with particular reference to rural development. Development of people, their inner pursuits, making them aware of their rights and duties, dissemination of information on schemes and programmes and of formalities are considered the most important for any voluntary organization. These organizations give first priority to social development programmes and then to economic development programmes. Nanda *et al.*, (2005) ^[3] expressed that extensionists should have a continuous access to new knowledge and its applications. Training programmes for extensionists need to be devised taking into account the individual extensionists, his extension agency and the system as a whole. If not, the quality of the knowledge with in the extension system will become outdated and be reduced in value. Gill and Sarda (2006) ^[2] suggested that employment conditions of extension workers should be improved by raising salaries and offering better grades. Other measures like change in benefits, quality of offices, administrative support, availability and conditions of vehicles may also reduce the status difference. Small improvements in these areas can often bring a marked rise in both morale and performance.

Materials and Methods

The study was carried out to study the public, private, and NGOs as agricultural extension service providers in Andhra Pradesh as general objective and to analyze the managerial functions of NGO Extension Service Providers as specific objective. Exploratory and descriptive research design was adopted for conducting the study. It serves as a basis for clarifying concepts, establishing priorities, gathering information about research in reality and to describe accurately the parameters or issues involved in the problem selected for research. The sampling procedure adopted as Naveen *et al.*, (2020) [4] in selection of state, districts, villages and private extension service providers. This study was undertaken mainly to involve selected three districts had a more number of NGOs than the other districts in the state. From each district five NGOs were selected which have been working in agricultural activities. From each NGO three extension consultants were selected for the study thus making a total of 45 respondents from all three districts NGOs.

In this study, eleven managerial functions of NGO extension service providers were quantified by taking responses on three-point continuum, Frequently (F), Occasionally (O) and Never (N) with a scoring pattern of 3, 2 and 1 respectively. Average score of each function for NGO extension service provider was calculated and ranks were given for simple

comparison among the activities. Data was collected from the selected respondents using a questionnaire. Questionnaire was developed in consultation with the experts in the field of agricultural extension and necessary modifications were made to avoid ambiguity and redundancy in the questions. Each selected respondent of NGO extension service providers was given questionnaire and interviewed personally by the researcher where ever needed. It was made sure that the questions were clearly understood by repeating whenever necessary. The data collected were coded, classified, tabulated with frequency, percentages categorised into class interval and analysed to make the findings more meaningful. These findings were suitably interpreted and necessary conclusions were drawn from them.

Results and Discussions

The results (table 1) revealed that majority of the respondents of NGO extension service providers was found to be in high category for all the managerial functions, such as organizing (91.1%), decision making (91.1%), training (86.7%), feedback (86.7%), planning (82.2%), professionalism (82.2%), leadership (82.2%), human resource development (82.2%), performance appraisal (71%), conflict management (64.4%) and rewards & awards (48.9%).

Table 1: Distribution of NGO Extension Service Providers (ESP) based on the Managerial Functions

S. No.	Managerial Functions	Category	Range	NGO ESP (n=45)	
				F	%
1	Planning	Low	6-9	-	-
		Medium	10-13	8	17.8
		High	14-18	37	82.2
2	Organizing	Low	5-7	-	-
		Medium	8-11	4	8.9
		High	12-15	41	91.1
3	Professionalism	Low	7-11	4	8.9
		Medium	12-16	4	8.9
		High	17-21	37	82.2
4	Decision making	Low	6-9	-	-
		Medium	10-13	4	8.9
		High	14-18	41	91.1
5	Leadership	Low	7-11	2	4.4
		Medium	12-16	6	13.4
		High	17-21	37	82.2
6	Training	Low	7-11	2	4.4
		Medium	12-16	4	8.9
		High	17-21	39	86.7
7	Conflict Management	Low	5-7	4	8.9
		Medium	8-11	12	26.7
		High	12-15	29	64.4
8	Human Resource Development (HRD)	Low	9-14	4	8.9
		Medium	15-20	4	8.9
		High	21-27	37	82.2
9	Performance Appraisal	Low	5-7	6	13.4
		Medium	8-11	7	15.6
		High	12-15	32	71
10	Feedback	Low	6-9	2	4.4
		Medium	10-13	4	8.9
		High	14-18	39	86.7
11	Rewards & Awards	Low	6-9	13	28.9
		Medium	10-13	10	22.2
		High	14-18	22	48.9

The results denoted that that, maximum number of the respondents of NGO extension service providers were distributed in high category in all functional aspects namely; planning, organizing, professionalism, decision making,

leadership, training, conflict management, human resource development, performance appraisal, feedback and rewards & awards. This could be due to the effective and flexible managerial functional system in place in NGO extension

service providers. The performance in functional aspects could be still improved with rigorous individual appraisals, managing the conflict situations and upgrading the rewards and awards mechanism.

Managerial Functions of NGO Extension Service Providers (NESP) were Ranked Based on the Scores

1. Planning

It could be observed from the findings (Table 2) that NGO

extension service providers responded on planning functional aspect such as; Organization plans and policies are based on values, philosophy and certain principles (I), while formulating the plans authorities are considering the interests of extension functionaries as well as clientele groups (II) and organization plans are definite, positive, clear and easily understood by the extension functionaries (III) were ranked first, second and third among the six statements and mean was calculated 122.

Table 2: Ranks were given to planning functional aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	Organization plans and policies are based on values, philosophy and certain principles	43 (95.55)	2 (4.44)	-	133	I
2	While formulating the plans authorities are considering the interests of extension functionaries as well as clientele groups	39 (86.66)	4 (8.89)	2 (4.44)	127	II
3	Organization plans are definite, positive, clear and easily understood by the extension functionaries	35 (77.77)	10 (22.22)	-	125	III
4	Plans are reasonably flexible but not rigid	32 (71.11)	10 (22.22)	3 (6.67)	119	
5	Planning is done such a fashion that extension functionaries perform their work and do their assigned tasks in a consistent manner	30 (66.66)	9 (20.00)	6 (13.33)	114	
6	Planning ensure equal treatment of all personnel throughout the organization so that favoritisms and discrimination are there by minimized	30 (66.66)	6 (13.33)	9 (20.00)	111	
Mean					122	

*Percentages in Parentheses

2. Organizing

It could be seen from the findings (Table 3) that NGO extension service providers expressed that such as; goals, objectives and hierarchy are clearly defined in the

organization (I) and each and every individual roles and responsibilities are clearly defined in the organization (II) were ranked first and second among the five statements and mean was calculated 127.

Table 3: Ranks were given to Organizing functional aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	In the organization available resources are fully utilized in the most effective way	35 (77.77)	6 (13.33)	4 (8.89)	121	
2	Goals, objectives and hierarchy are clearly defined in the organization	45 (100)	-	-	135	I
3	Each and every individual roles and responsibilities are clearly defined in the organization	42 (93.33)	3 (6.67)	-	132	II
4	Extension functionaries are getting benefit from planned superior-subordinate relationships in which each work receives essential support and direction	32 (71.11)	9 (20.00)	4 (8.89)	118	
5	The interpersonal relationships and formal lines of authority are flexible in the organization	39 (86.66)	6 (13.33)	-	129	
Mean					127	

*Percentages in Parentheses

3. Professionalism

It is observed from the findings (Table 4) that NGO extension service providers opined that such as; extension functionaries are efficient in identifying the problems (I), extension functionaries are punctual and possess technical competence and extension functionaries possess good communication skills (II) were ranked first and second among the seven statements and mean was calculated 123.

4. Decision Making

It is understood from the findings (Table 5) that NGO extension service providers expressed that; before making the decisions, situations are analyzed carefully by the concerned authorities (I), decisions are communicating openly, honestly and as quickly as possible to all the functionaries (II) and based on the priority of the issues or needs of the clientele group decisions has been taken by the functionaries were ranked first, second and third among the six statements and mean was calculated 123.

Table 4: Ranks were given to Professionalism aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	Extension functionaries are efficient in identifying the problems	41(91.11)	2(4.44)	2(4.44)	129	I
2	Extension functionaries are punctual and possess technical competence	39(86.66)	5(11.11)	1(2.22)	128	II
3	Extension functionaries possess good communication skills	38(84.44)	7(15.55)	-	128	II
4	Extension functionaries are ideologically committed people	38(84.44)	6(13.33)	1(2.22)	127	
5	Extension functionaries are skillful in preparing audio-visuals aids and agricultural literature	30(66.66)	10(22.22)	5(11.1)	115	
6	Extension functionaries are updated with latest developments in agriculture	37(82.22)	4(8.89)	4(8.89)	123	
7	Extension functionaries possessed with diagnostic skills	25(55.55)	16(35.55)	4(8.89)	111	
Mean					123	

*Percentages in Parentheses

Table 5: Ranks were given to Decision Making aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	All the extension functionaries of the organization are encouraged to participate in decision making	32 (71.11)	11 (24.44)	2 (4.44)	120	
2	Decisions are made in consultation with the stakeholders and communicates through out the organization	27 (60.00)	17 (37.77)	1 (2.22)	116	
3	While taking the decisions every available & useful information sources in & out of the organization utilized	35 (77.77)	8 (17.77)	2 (4.44)	123	
4	Before making the decisions, situations are analyzed carefully by the concerned authorities	38 (84.44)	7 (15.55)	-	128	I
5	Based on the priority of the issues or needs of the clientele group decisions has been taken by the functionaries	38 (84.44)	4(8.89)	3 (6.66)	125	III
6	Decisions are communicating openly, honestly and as quickly as possible to all the functionaries	36 (80.00)	9 (20.00)	-	126	II
Mean					123	

*Percentages in Parentheses

5. Leadership

It is understood from the findings (Table 7) that NGO extension service providers felt that; leadership in this organization providing proper direction to the followers (I), leaders are showing the personal considerations for all the

employees (II) and Leaders are able to provide necessary resources to extension functionaries to perform their tasks (III) were ranked first, second and third among the seven statements and mean was calculated 122.

Table 6: Ranks were given to Leadership aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	Leadership in this organization providing proper direction to the followers	44 (97.77)	-	1 (2.22)	133	I
2	Leaders of the organization set the goals with reference to its internal needs and external opportunities	33 (73.33)	9 (20.00)	3 (6.67)	120	
3	Leaders are able to provide necessary resources to extension functionaries to perform their tasks	36 (80.00)	9 (20.00)	-	126	III
4	Leaders are delegating the authority where ever needed and inviting participation	36 (80.00)	6 (13.33)	3 (6.66)	123	
5	To get effective performance from the functionary's leaders help in removing all the barriers and stumbling blocks	35 (77.77)	5 (11.11)	5 (11.11)	120	
6	Leaders are showing the personal considerations for all the employees	39 (86.66)	5 (11.11)	1 (2.22)	128	II
7	Leaders are appraising the performance and communicating the evaluations results regularly to their followers	22 (48.88)	21 (46.66)	2 (4.44)	110	
Mean					122	

*Percentages in Parentheses

6. Training

It indicated from the findings (Table 7) that NGO extension service providers prioritized that; training improves the extension functionaries morale and reducing the dissatisfaction, complaints, grievances and absenteeism (I),

training makes functionaries more effective and productive, quality of training programmes is good and training provides an opportunity to mold attitude, achieve a better co-operation and greater loyalty to the organization were ranked first and second among the seven statements and mean was calculated 127.

Table 7: Ranks were given to Training aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	Extension functionaries are sponsored for training programmes on the basis of their genuine training needs	37(82.22)	7(15.55)	1(2.22)	126	
2	Organization have a definite and regular training programmes to their extension functionaries	34(75.55)	10(22.22)	2(4.44)	124	
3	Training makes functionaries more effective and productive	38(84.44)	7(15.55)	-	128	II
4	Quality of training programmes is good	38(84.44)	7(15.55)	-	128	II
5	Training provides an opportunity to mould attitude, achieve a better co-operation and greater loyalty to the organization	38(84.44)	7(15.55)	-	128	II
6	Training improves the extension functionary's morale and reducing the dissatisfaction, complaints, grievances and absenteeism	40(88.88)	4(8.89)	1(2.22)	129	I
7	When extension functionaries are sponsored for training, they take it seriously and try to learn from the programmes they attend	38(84.44)	6(13.33)	1(2.22)	127	
Mean					127	

*Percentages in Parentheses

7. Conflict Management

The findings (Table 8) revealed that NGO extension service providers expressed that; conflict resolution increases motivation among extension functionaries (I), conflicts are facilitating to mobilize the energy and available resources (II) and conflict situation promotes to understand the issues involved (II) were ranked first and second among the five statements and mean was calculated 108.

8. Human Resource Development

The results (Table 9) revealed that NGO extension service providers expressed that; the psychological climate of the organization is very conducive to any employee interested in developing him/herself by acquiring new knowledge and skills (I), in the organization human resources treated as an

extremely important resource (II) and organization ensures employee welfare to such extent that the employees can save a lot of their energy for work purposes (III) were ranked first, second and third among the nine statements and mean was calculated 118.

9. Performance Appraisal

The results (Table 10) denoted that NGO extension service providers opined that; performance appraisal facilitates better employer and employee relations in the organization (I), and performance appraisal is done based on objective assessment and adequate information and not on favouritism of the individuals (II) were ranked first and second among the five statements and mean was calculated 114.

Table 8: Ranks were given to Conflict Management aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	Conflict resolution increases motivation among extension functionaries	30(66.66)	10(22.22)	5(11.1)	115	I
2	Conflicts are facilitating to mobilize the energy and available resources	26(57.77)	17(37.77)	2(4.44)	114	II
3	Conflict situation promotes to understand the issues involved	30(66.66)	9(20.00)	6(13.33)	114	II
4	Conflict situations facilitates to increase innovativeness and producing new creative solutions	22(48.88)	21(46.66)	2(4.44)	110	
5	Conflicts are arising due to the confusion over the roles and responsibilities	16(35.55)	11(24.44)	18(40.00)	88	
Mean					108	

*Percentages in Parentheses

Table 9: Ranks were given to Human Resource Development aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	In the organization human resources treated as an extremely important resource	37(82.22)	7(15.55)	1(2.22)	126	II
2	Seniors/top management is willing to invest a considerable part of their time and other resources to ensure the development of extension functionaries	30(66.66)	13(28.88)	2(4.44)	118	
3	The psychological climate of the organization is very conducive to any employee interested in developing him/herself by acquiring new knowledge and skills	37(82.22)	8(17.77)	-	127	I
4	Seniors/Top management of the organization makes effort to identify and utilize the potential of the employees	21(46.66)	22(48.88)	2(4.44)	109	
5	When an employee makes a mistake, seniors treat it with understanding and help him/her to learn from such mistakes rather than punishing him or discouraging him	29(64.44)	8(17.77)	8(17.77)	111	
6	Employees are encouraged to take initiative and do things on their own without having to wait for instructions from seniors	19(42.22)	26(57.77)	-	109	
7	When problem arises in organization people discuss these problems openly and try to solve them	32	12	1	121	

	rather than keep accusing each other behind the back	(71.11)	(26.66)	(2.22)		
8	Career opportunities are pointed out to juniors by seniors in this organization	30 (66.6)	11 (24.44)	4 (8.89)	116	
9	Organization ensures employee welfare to such extent that the employees can save a lot of their energy for work purposes	35 (77.77)	9 (20.00)	1 (2.22)	124	III
Mean					118	

*Percentages in Parentheses

Table 10: Ranks were given to Performance Appraisal aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	Performance appraisal is done based on objective assessment and adequate information and not on favoritism of the individuals	30 (66.66)	12 (26.66)	3 (6.67)	117	II
2	The appraisal system of has helped me to learn about my strengths and areas for improvement	32 (71.11)	7 (15.55)	6 (13.33)	116	
3	The appraisal system helping to determine increments and a reliable index for promotions and transfers positions of greater responsibility	24 (53.33)	14 (31.11)	7 (15.55)	107	
4	Appraisal system facilitates to get information in making and enforcing important decisions	28 (62.22)	12 (26.66)	5 (11.11)	113	
5	Performance appraisal facilitates better employer and employee relations in the organization	35 (77.77)	4 (8.89)	6 (13.33)	119	I
Mean					114	

*Percentages in Parentheses

10. Feedback

The results (Table 11) explained that NGO extension service providers responded that; feedback facilitates to better understanding of clientele groups and serve them more

effectively (I), feedback enables to disseminate information properly (II) and Feedback provides great opportunity for effective decision making (III) were ranked first, second and third among the six statements and mean was calculated 122.

Table 11: Ranks were given to Feedback aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	RANK
		F	O	N		
		Freq.	Freq.	Freq.		
1	Feedback provides great opportunity for effective decision making	39 (86.66)	5 (11.11)	1 (2.22)	128	III
2	Feedback enables to disseminate information properly	39 (86.66)	6 (13.33)	-	129	II
3	Feedback promotes good relations between extension functionaries and clientele groups	31 (68.88)	13 (28.88)	1 (2.22)	90	
4	Feedback improves the communication between extension functionaries and clientele groups	37 (82.22)	7 (15.55)	1 (2.22)	126	
5	Feedback invokes effective participation in extension activities	37 (82.22)	7 (15.55)	1 (2.22)	126	
6	Feedback facilitates to better understanding of clientele groups and serve them more effectively	41 (91.11)	3 (6.66)	1 (2.22)	130	I
Mean					122	

*Percentages in Parentheses

11. Rewards and Awards

The results (Table 12) revealed that NGO extension service providers emphasized that; rewards and awards are based on performance and contribution (I), Rewards are valuable and justifies extension functionary’s performance (II) and granting of rewards/incentives are very prompt (III) were ranked first, second and third among the six statements and mean was calculated 95.

Conclusion

Planning became as strong aspect of the NGO extension service providers since decades they were involved in agricultural development in the state. Organizing groups and their activities to be performed by group members, delegating responsibilities and establishing relationships for the purpose of enabling employees/ extension officials to discharge their roles most effectively in realizing the set objectives also predominantly occupied in high position in public system.

Table 12: Ranks were given to Rewards and Awards aspects based on the scores given by the NGO ESP (F= Frequently, O= Occasionally and N= Never)

S. No	Statements	NGO ESP(n=45)			Score	Rank
		F	O	N		
		Freq.	Freq.	Freq.		
1	Rewards and awards are based on performance and contribution	12 (26.66)	12 (26.66)	21 (46.66)	81	
2	Organization has clear cut and transparent promotional policies	21 (46.66)	19 (42.22)	5 (11.11)	106	I
3	Rewards/incentives/award increases the level of motivation among the extension functionaries	18 (40.00)	13 (28.88)	14 (31.11)	94	
4	These are direct stimulus to improve the work and to eliminate lost time and other waste	14 (31.11)	20 (44.44)	11 (24.44)	93	
5	Rewards are valuable and justifies extension functionary's performance	18 (40.00)	16 (35.55)	11 (24.44)	97	II
6	Granting of rewards/incentives are very prompt	20 (44.44)	11 (24.44)	14 (31.11)	96	III
Mean					95	

*Percentages in Parentheses

If any conflicts arise in the process of attaining the goals, organizational heads immediately recognizes the importance of positive conflicts to enhance the efficiency of the extension service providers. Capacity building programmes also helped the NGO extension service providers to improve their knowledge, skills, attitude and all personality aspects so as to cope up with the changed scenario.

Frequent performance appraisal procedures also implemented and help in evaluating the performance and qualifications of extension personnel in terms of achievements on the job for which they were employed. Effective feedback mechanism enabled the NGO extension service providers in receiving some significant responses from the clientele to adjustments of future activities in the light of achieving in a given goal.

Apart from all timely and suitable recognition procedures either physical or hygienic incentives have been giving on the day of state and central occasions and national importance days motivated extension functionaries to work more effectively, efficiently and timely.

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