The need for extension services in different economic activities, particularly in rural areas, is now well recognized throughout the world. Extension services have been expanded in both staff and the scale of operation in developing countries with predominantly agrarian-based economies. Although the services have been expanded rapidly they seem far less effective than expected in terms of their costs. Recent reports show that national and international efforts in reconstructing extension services by pumping large amount of resources has not produced the desired results.

One important cause of this failure is neglect to functional aspects of the organizations. It is a design problem relating to what activities the organization will perform and how in educating its clients. Efforts were made to construct and reconstruct a service. In those efforts the ideal form of an extension service and its desired behavioral properties are seldom postulated and arrangements are rarely made to conform to such ideals. The experts often, instead of facing the problems in introducing required changes, try to compromise with the intuitive climate. Eventually they use to build extension services in forms and characters which are far from the ideals and often pull the services in opposite directions. Often a broad framework is designed and operational mechanisms and practices are left to the choices of employees. Operational functionaries at grass roots level are assumed to accomplish the functions optimally. In practice it did not occur due to lack of knowledge in extension profession. In such circumstances the ideals of extension services gradually become obscure. Unfortunately when such efforts fail to produce desired results, people at the top hierarchy of the government tend to assume that extension is not an appropriate concept or is it appropriate to a particular society.

It is, therefore, very important to clarify the basic concepts of extension and to identify the ideal structural and behavioural properties of extension services. Extension services may become effective.
when they are designed and operated in their ideal forms. Experts and administrators need to be thoroughly acquainted with the ideal forms. If such forms do not exist priority should be assigned to establish ideal forms through experimentation before making large investments.

Based on available literature and experiences an attempt has been made in this book to discern the ideals of extension services, their staunch management practices and their relation with other relevant activities. Some of them may require empirical validation. This may seem idealistic, but it should be noted that ideals are standards. The more a society conforms to such standards greater will the success. A professional service like extension can never be effective until it is designed on the basis of established concepts and principles and managed through standard practices, no matter whether they are against current thoughts and practices. If the authorities concerned had accepted such ideals investment in extension would have been much more rewarding and profitable contributing significantly towards the growth and development of society.

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M. Hassanullah

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