

## An analysis of constraints as perceived by KVK managers for effective functioning of *krishi vigyan kendras*

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### ABSTRACT

The present investigation deals with different types of constraints faced by Programme Coordinators (KVK managers) for effective functioning of *Krishi Vigyan Kendras*. The study was conducted in all the eight zones of India selecting a random sample of 210 Programme Coordinators of three years old KVKs of all the eight zones of India. To find out the constraints as perceived by Programme Coordinators for effective functioning of *Krishi Vigyan Kendras*, constraints were categorized under various components viz. Organisational Constraints, Infrastructural Constraints, Financial Constraints, Administrative Constraints, Political Constraints, Personnel Constraints and Training related constraints. The major constraints perceived by KVK managers for effective functioning of KVKs were scarcity of required number of staff in KVKs, lacking of advanced infrastructural facilities, insufficient funds for training and meals, delay in releasing grants from State Agricultural University, unwanted pressure from the local politicians and lack of residential facilities within the KVK premises for staff.

**Key words:** Constraints, *Krishi Vigyan Kendras*, Programme Coordinators and KVK Manager.

### INTRODUCTION

*Krishi Vigyan Kendras* (KVKs) are grassroots level organizations meant for application of technology through assessment, refinement and demonstration of proven technologies under different 'micro farming' situations in a district. The KVKs are devoted to vocational training of the practicing farmers, farm women, rural youth, school drop-outs and field level extension functionaries. The aim of KVKs is to reduce the time lag between generation of technology at the research institution and its transfer to the farmers' field for increasing production and income from agriculture and allied sectors on a sustained basis. From the very inception, KVK was conceptualized as multi-disciplinary and broad based in nature. Accordingly, each KVK has been provided with two administrative staff, a team of Training Organizers, Subject matter specialists, Training Assistant/ Technician and supportive staff for undertaking various activities. Generally, *Krishi Vigyan Kendras* are headed by Programme Coordinators. The Programme Co-ordinators of the *Krishi Vigyan Kendras* are supposed to do all the management functions such as Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting in *Krishi Vigyan Kendras* (KVKs). He/she must plan, organize, direct, coordinate etc. in order to do the best for his/her *Krishi Vigyan Kendra*. An efficient Programme Coordinator of the *Krishi Vigyan Kendra* (KVK) must be a good manager.

*Krishi Vigyan Kendras* (KVKs) in India play an important role in transfer of Agricultural technologies

(Jiyawan *et al.*, 2012). Presently, the *Krishi Vigyan Kendras* (KVKs) have been recognized as an effective link between agricultural research and extension systems in the country. Scientists of KVKs provide required knowledge, impart training to improve the skill and attitude of the people towards a particular subject, provide proper guidance to solve any problem faced by the people related to agriculture and allied topics. *Krishi Vigyan Kendra* provides inspiration, constructive and constant advice to the people of that area to start new entrepreneurship for their livelihood and show them proper way when they need actual help just as the light house help the sailor in the sea (Dash and Mishra, 2004). The specific objectives of this study are to delineate the constraints faced by the Programme coordinators for effective functioning of KVKs.

### MATERIALS AND METHODS

The *Krishi Vigyan Kendras* of India are managed and functioned in India in the eight zones. The present study was carried out in all the eight zones of India. During January 2011 to December 2013, 48 *Krishi Vigyan Kendras* are established in different parts of the country. All those KVKs which have completed at least 3 years of their establishment as on Dec 2013 were selected for this study. So, out of the total 637 KVKs, 589 KVKs were selected for this study.

In this study, an online questionnaire was developed through Google form and link was e-mailed to a total of 589 Programme Coordinators of KVKs out of which 210 questionnaires were returned on time, so 210 questionnaires were collected for statistical analysis. Out of the 210 KVKs under study, 15 were from NGO KVKs, 5 from ICAR and

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remaining 190 were under the administrative control of State Agricultural Universities.

Constraints were studied under various components viz. Organisational Constraints, Infrastructural Constraints, Financial Constraints, Administrative Constraints, Political Constraints, Personnel Constraints and Training related constraints. On the basis of review of literature under each component, the various aspects were identified and the respondents were asked to give the response on five-point continuum. After that on the basis of scores in each category of constraints, Weighted Mean Score Value was calculated for each dimension. Ranking for each item under its main component has been done.

## RESULTS AND DISCUSSION

Several constraints had been encountered by the Programme Coordinators while taking up their responsibility as head. For the present study, in order to study various types of constraints, items were collected under each category as mentioned in methodology.

**Organisational Constraints:** The data in Table 1 depicts organisational constraints viz. 'Number of vacant posts of the subordinate staff' which was ranked first (3.66) followed by 'Permanent labour problems' second (3.57), 'Non-availability of technical/supporting staff to help in research work' had ranked third (3.47), 'Insufficient provision for mobility' ranked fourth (3.09), 'Lack of promotion channel for the staff of KVK' had ranked fifth (3.04), 'Staff does not stay in campus' got sixth ranked (3.00), 'Lack of co-ordination' was ranked seventh (2.19) and 'More distance between KVK and village' was ranked eighth (2.95). Thus, the results of study reflected that lack of promotion channel for the staff of KVK, Permanent labour problems, Non-availability of technical/supporting staff to help in research work as the

major organizational related constraints faced by the Programme Coordinators for effective functioning of KVKs. Thus, Programme Coordinators found it difficult to manage KVKs effectively due to number of staff positions vacant in *Krishi Vigyan Kendras*. The findings are supported with the findings of Chauhan and Chauhan (2012), Jyothi (2006), Yadkikar (1991) and Samanta (1988) who reported that required strength of subordinates was lacking in *Krishi Vigyan Kendras*.

**Infrastructural Constraints:** Table 2 illustrates the rank order of infrastructural constraints viz. 'Lacking of advanced infrastructural facilities' was ranked first (3.47) followed by 'Non availability of good demonstration units' ranked second (3.19), 'No provision for building maintenance' was ranked third (3.00), 'Poor physical facilities' was ranked fourth (2.95), and 'unavailability of modern information communication technology' was ranked fifth (2.80). For effective functioning of *Krishi Vigyan Kendras*, there is a need to established well-structured infrastructure with facilities of proper electricity and other facilities such as good demonstration units. There is also a need to monitor the constructed buildings and units of KVKs. In this information era, advanced information communication technologies such as e-linkages and Wi-Fi campus are necessary for effective functioning of *Krishi Vigyan Kendras*.

The results in Table 3 reveal that under the financial constraints 'Insufficient funds for training and meals' was ranked first (3.47) followed by 'Untimely flow of funds for the extension activities and Front Line Demonstrations' and 'Intermittent flow of the funds from organization to KVK head for carrying out mandated activities' had ranked second (3.42), 'lengthy official procedures for getting financial approvals' was ranked third (3.19) by Programme Coordinators of KVKs. 'Inadequate funds and lack of

**Table 1:** Ranking of items under Organisational Constraints.

Organisational Constraints	Mean Score Value	n=210
		Rank
Insufficient provision for mobility	3.09	IV
Staff does not stay in campus	3.00	VI
Permanent labour problems	3.57	II
More distance between KVK and village	2.95	VIII
Non-availability of technical/supporting staff to help in research work	3.47	III
Lack of co-ordination	2.19	VII
Lack of promotion channel for the staff of KVK	3.04	V
Number of vacant posts of the subordinate staff	3.66	I

**Table 2:** Ranking of items under Infrastructural Constraints

Infrastructural Constraints	Mean Score Value	n=210
		Rank
Non availability of good demonstration units	3.19	II
No provision for building maintenance	3.00	III
Poor physical facilities	2.95	IV
Lacking of advanced infrastructural facilities	3.47	I
Unavailability of modern information communication technology	2.80	V

**Table 3:** Ranking of items under Financial Constraints

Financial Constraints	Mean Score Value	n=210	
		Rank	
Insufficient funds for training and meals	3.47	I	
Insufficient revolving funds	2.71	V	
Inadequate funds and lack of travelling allowances	2.95	IV	
Intermittent flow of the funds from organization to KVK head for carrying out mandated activities	3.42	II	
Untimely flow of funds for the extension activities and Front Line Demonstrations	3.42	II	
Lengthy official procedure for getting financial approvals	3.19	III	

travelling allowances' was ranked fourth (2.95) and 'Insufficient revolving funds' was ranked fifth (2.71).

While discussing with Programme Coordinators, it was indicated that there is a need to increase fund of training and meals for farmers because allocation of little amount on meals is a barrier for KVK to manage an effective training programme for farmers. In on campus training, farmers demand a good quality meals and training which need a good amount of fund.

This finding is supported with the findings of Giakwad and Gunjal (2000) who found that insufficient fund for training and meals was the constraint faced by all KVKs. Chauhan and Chauhan (2012) who also found that majority of KVKs faced financial constraints.

**Administrative Constraints:** The results of Table 4 reveals that under administrative constraints 'Delay in releasing grants from State Agricultural Universities was ranked first (2.90) followed by 'Freedom of work that is, power of taking individual decisions for handling research projects was ranked second (2.71), 'Post of an employee shown in KVK but placed at some other place' was ranked third (2.66) and 'Frequent transfer of staff' was ranked fourth (2.23).

Majority of the KVKs under study were under the administrative control of State Agricultural Universities and the constraint which was ranked first by the respondents as 'delay in releasing funds'. Funds are provided to KVKs by the Indian Council of Agricultural Research through the

Agricultural Technology Application Research Institutes (formerly Zonal Project Directorate). In KVKs under SAUs, government, funds are released to the University, Head of the Finance and Accounts wing who in turn should transfer the funds to the respective KVK account without any delay under intimation to the ATARI whereas in KVKs governed by NGOs, funds are transferred to KVKs directly by ATARI. This can be attributed to the fact that funds reach the university KVKs through the finance section of the University once it reaches from the ICAR and if University takes its own time in releasing the funds to KVKs, it might be delayed.

Under political constraints the results showed in Table 5 'Unwanted pressure from the local politicians to fetch more benefits from KVK schemes in their own jurisdiction' was ranked first (2.00) followed by 'Political pressure for providing KVK guest house to state government or political people' ranked second (1.95) and 'Political pressure to allow the use of conference hall of KVK for political function' ranked third (1.85). It is often seen that the political party in power wants to use the KVK conference halls, guest house very often thus hampering the regular functioning of KVK activities.

The Table 6 illustrates the rank order of personal constraints viz. 'Lack of residential facilities' was ranked first (3.04), 'Lack of field visits and skill teaching' ranked second' (2.47), 'Ineffective linkage with other organizations and personnel management policy' ranked third (1.85) and

**Table 4:** Ranking of items under Administrative Constraints

Administrative Constraints	Mean Score Value	n=210	
		Rank	
Frequent transfer of staff.	2.23	IV	
Delay in releasing grants from State Agricultural University	2.90	I	
Freedom of work that is power of taking individual decisions for handling research projects.	2.71	II	
Post of an employee shown in KVK but placed at some other place.	2.66	III	

**Table 5:** Ranking of items under Political Constraints.

Political Constraints Rank	n=210	
	Mean Score Value	Rank
Unwanted pressure from the local politician to fetch more benefits from KVK schemes to their own jurisdiction	2.00	I
Political pressure for providing KVK guest house to state government or political people.	1.95	II
Political pressure to allow the use of conference hall of KVK for political function.	1.85	III

**Table 6:** Ranking of items under Personnel Constraints

Personnel Constraints	Mean Score Value	n=210
		Rank
Lack of field visits and skill teaching	2.47	II
Less number of years of experience as programme coordinators.	1.57	IV
Ineffective linkage with other organizations and personnel management policy.	1.85	III
Lack of residential facilities	3.04	I

'Less number of years of experience as Programme Coordinators' ranked fourth (1.57).

**Training related constrains:** The data in Table 7 depicts training related constraints viz. 'In-service training to all skills' ranked first (3.38) followed by 'Lack of orientation and refresher training' was ranked second (3.23) and 'Lack of capacity building of Programme Coordinators and staff' ranked third (2.85). Majority of Programme Coordinators indicated that there is a need to in-service training for improving their skills for effective functioning of KVKs. This finding is in line with that Jyothi (2006) who found that 56.67 per cent of respondent indicated lack of adequate training to concerned staff as constraints in functioning of KVKs.

**Others Constraints:** Programme coordinators also faced problems such as lack of provident funds, lack of retirement benefits and worried about job security. Some Programme Coordinators also reported that in most of the KVKs, Subject Matter Specialists and Programme Assistants try to join some other institute due to the fact that there is a feeling that our job is not permanent and at the same time there is so much financial constraints that KVK staffs don't get salary for 2-3 months together which indirectly hampers the performance of KVK. These were the problems pertaining to NGO KVKs.

KVKs are over loaded with work, the working pattern of KVK as on date seems to be quite hectic as reported by the respondents. Programme Coordinators have to put in more than 12 to 14 hours of work and the staff is insufficient; due to these conditions, maximum Programme Coordinators have developed health issues. It is concluded that majority of the respondents were in the middle age group, so it might be possible that at this age many people have health issues.

#### SUGGESTIONS GIVEN BY PROGRAMME COORDINATORS

- The work load on Programme coordinators need to be compared with similar cadre in research and teaching.
- Much time of Subject Matter Specialists is consumed on preparing reports. Number of reports should be curtailed. Subject Matter Specialists should be given higher salary/early promotions than their counterparts in teaching/

**Table 7:** Ranking of items under Training related constraints

Training related constrains	Mean Score Value	n=210
		Rank
Lack of capacity building of Programme Coordinators and staff	2.85	III
In-service training to all skills	3.38	I
Lack of orientation and refresher training	3.23	II

research. Non-teaching staff should also be given the benefit of promotion for the encouragement in work.

- Early release of funds.
- Dedication and involvement in the work of the staff is a must. The staff should not work as young pensioners.
- Non-Government Organisation KVK staff should be treated at par with State Agricultural Universities/Indian Council of Agricultural Research (ICAR) employees and should provide all the welfare policies applicable to government employees.
- Make all the KVK staff under one umbrella arrangement.
- Timely supply of funds
- Enough residential facilities for KVK staff should be in place within the campus
- Separate fund for farm development should be allocated.
- Programme Coordinators should have financial power for KVK activities.

#### CONCLUSION

Based on the discussions, this study drew following major conclusions, constraints perceived by KVK managers for effective functioning of KVKs were required strength of subordinates was lacking in KVKs, lacking of advanced infrastructural facilities, insufficient funds for training and meals, Delay in releasing grants from State Agricultural University, unwanted pressure from the local politicians and lack of residential facilities within the KVK premises.

KVK managers who are responsible for effective functioning of *Krishi Vigyan Kendras* (KVK) district level transfer of technology units of the country should maintain the coordination and team spirit in organization. It was observed that working relationships between Programme Coordinator (KVK manager) and employees of KVK must be coordinated, democratic and there is a need for enabling atmosphere in order to upgrade KVKs efficiency and effectiveness. There is a need to increase the number of subordinates to reduce workload of Programme Coordinators of KVK. It is also suggested that there is a need to follow up programme and impact assessment of KVK work in villages for increased effectiveness of KVKs for the betterment of farming community.

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