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DP/SIL/87/003

SIERRA LEONE

Technical report No.8: guidelines for general extension
workers at shop floor level *

Prepared for the Government of Sierra Leone and the National
Industrial Development and Finance Organization Limited (NIDFO)
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

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A B S T R A C T

These guidelines have been designed to address the extension worker. It outlines the roles of extension work in general and some special issues involved with assisting small enterprise owners, given what is known about entrepreneurial characteristics.

It discusses the need to communicate effectively and build rapport with the entrepreneur - client. It also establishes realistic expectations and teaches the extension worker how to overcome natural resistance of entrepreneurs towards outsiders.

The guidelines further emphasize the prerequisite of establishing rapport with the client before analyzing problems and developing solutions. It also stresses the advantages of joint-approach in all stages of assistance to bring the enterprise owner into the process of extension service as much as possible. The extension worker's critical role in the hands-on process of implementing improvements is likewise emphasized as a key to effective extension work.

The guidelines also cover directions in report writing or presenting results of the extension work to the entrepreneur.

Finally, the guidelines identify some critical attitudes to extension work and hints at future options in the career of an extension worker.

I N T R O D U C T I O N

As a component of the job description of the Entrepreneurship Development Programme (EDP) Expert, DP/SIL/87/003, the drawing up of guidelines for the general extension worker of the National Industrial Development and Finance Organization (NIDFO) is included.

These guidelines bring together some of the key points involved in making extension work with small enterprise owners successful. Experience of the EDP Expert in small enterprise and entrepreneurship development indicates that developing a better understanding of the process of extension work and following some solid time-tested principles can greatly increase benefits to the small-scale industry entrepreneur and the extension worker.

Drawing from experience as an extension worker and having supervised the work of a number of them, these guidelines have been prepared from 15 to 17 April 1991. The principles may be the same as applicable to other developing countries, the approaches, however, have been tempered to adapt to the prevailing conditions of small-scale enterprises and entrepreneurs in Sierra Leone.

I OBJECTIVES OF THE GUIDELINES

These guidelines should be used as a supplement to the basic business management and entrepreneurship know-how of NIDFO extension workers in delivering assistance to the small-scale entrepreneur.

The communication and counseling concepts included could also be useful reading to other staff of NIDFO as well.

An extension worker who has a good foundation in accounting, finance, production and marketing management should be able to help a small-scale industry entrepreneur get things straightened out in the enterprise management. This all depends on some other things which may be of even greater importance than business or technical knowledge. This is when extension service techniques are called to the front to enhance business and technical knowledge.

The compilation of these guidelines is intended to provide NIDFO extension workers with extension service techniques that will strengthen their business and technical know-how.

II OVERVIEW OF EXTENSION WORK

It is an established fact that some of the administrative tools and concepts designed for large enterprises (and taught routinely in most business schools) just do not relate to small enterprises. At least not in their usual form so that modifications are required. Secondly, it is true in any client relationship that extension workers can not do any good if rapport and communication are not established with the entrepreneur-client.

One of the fundamental principles in extension work is to recognize that what might be "best", "correct" or "optimal" in the extension workers opinion just may not fit the entrepreneur's point of view.

Since the extension worker is providing a service with the intention of helping the client satisfy the latter's needs, various business principles and theoretical concepts should be applied only as they actually relate to the situation.

Successful extension service workers have found it a good idea to involve the client to some degree in every phase of the assistance. Most successful extension workers make heavy use of the client's ideas in analyzing situations and formulating action plans. This must be done in such a way that helps the clients see better how various issues fit together more clearly in order to accomplish the desired results.

III STRUCTURE OF NIDFO EXTENSION WORK

Although proper selection of potential entrepreneurs and effective training for motivational development and managerial skills are essential for the Entrepreneurship Development Programme (EDP) of NIDFO, the positive results from such activities can be enhanced a great deal through adequate attention to post-training activities. This is when the small industry entrepreneur are likely to run into difficulties that are beyond the scope of training.

The difficulties in preparing the business plan to the satisfaction of the Financial Services, NIDFO, or any other financing institution, the choice of machinery and equipment to purchase, the sourcing of raw materials, are all likely to stump and confuse the small industry entrepreneur.

The participants undergo an exercise for the preparation of the business plan during the Basic Business Management Course (BBMC). At this stage meticulous care has been taken to expose them to realities of situations in their enterprises. Extension workers of NIDFO and resource persons of the training institutions (OIC presently) provide practical counselling experience in this preparatory phase of business planning. The extension workers, however, should be available to participants while they refine and finalize the business plan.

The candidates who have completed the Entrepreneurship Motivation Training (EMT) and the BBMC are mainly those who are already in business. These entrepreneurs are supposed to be highly motivated individuals looking towards the survival and growth of their enterprises. Hence, the follow-up needs of these entrepreneurs have to be considered mainly in the context of these needs. Experience has shown that in the absence of follow-up contacts, the image of training and the perception of its usefulness suffer severe setback.

A. Problems with which Entrepreneurs
May Need Guidance

A list of common problems which may exist in entrepreneur-clients of NIDFO are:

- Product diversification
- Marketing information
- Availability of financing and credit policies of NIDFO
- Appropriate technical training
- Estimation of capital requirements and other financial data
- Machinery capacity balancing
- Other technical advise

The help required from extension workers may be categorized among the following:

- Assistance in preparing technically and financially sound business plans as required by the Financial Services Section of NIDFO or other financial institutions;
- Meeting fresh queries from the Financial Services Section or other financing institutions, as a follow-up of their loan applications;
- Developing pragmatic action plans aimed at achieving the return on usage of financial resources; and
- Attending to miscellaneous contingent problems arising out of the project implementation process.

In addition to post-training assistance, therefore, extension service is likewise delivered for post-financing of enterprises.

B. Role of the Extension Worker

The extension workers of NIDFO must maintain a continuing liaison with trained entrepreneurs. They may have to perform a dual role: one required of a trainer and the other of a small enterprise manager. The extension worker, therefore, may have to possess certain personality traits like high level of initiative, independence, creativity, flexibility, interpersonal competence, empathy and openness in relationships. He/she need not have so much expertise in any particular management area but he/she must have basic orientation to management and sound understanding of training.

The extension worker must always be on guard and ensure that in the process of rendering help, he/she is not encouraging dependency by usurping the problem solving role of the concerned entrepreneur.

In the phase whereby loan applications are being processed, the extension worker must prepare the entrepreneur to answer by himself, queries raised by loan appraisal officers. It has been observed that good business plans fail to carry weight with loan appraisal officers simply because the entrepreneur fare badly in the interview by the panel of evaluators.

The extension worker must also be ready to provide discrete intervention with the loan evaluators on delays in processing loan applications. This intervention, however, must be carefully done so as not to be construed as interference.

The extension work is a follow-up interest and may have to have a terminal point, however. Entrepreneurship development programmes face the task of developing entrepreneurial capabilities by continuous support and at the same time avoid the creation of dependencies. The skill of the extension worker lies in helping the entrepreneurs to be self-sufficient and independent in decision-making and taking initiative.

IV BASIC STEPS IN EXTENSION WORK

In general, there are five (5) major steps in extension work:

A. Developing Mutual Orientation

Developing mutual orientation involves the establishing of good rapport and communication between the client and the extension worker. While the responsibility and effort on this step must be accepted to some degree by both parties, the extension worker must frequently bend over backward to make things work. If there is no satisfactory understanding the entrepreneur may hold back information that may be crucial to the recognition of a problem or the development of a possible solution.

Points to consider in this step are:

1. Adaptation to the Small Enterprise Owner

A small enterprise owner is frequently characterized by many attributes, as follows:

- 1) Being an immigrant correlates highly with success.
- 2) Successful small enterprise owners have typically been poor students in school.
- 3) Entrepreneurs make poor employees; it is not unusual to have been fired at some time in their past;
- 4) Ph.Ds and inventors typically are not successful entrepreneurs;
- 5) Successful male entrepreneurs usually have supportive wives;
- 6) An entrepreneur's primary motivation reflects a free spirit and independence; he/she has great difficulty in following orders from others;
- 7) Relationship with fathers is more important than other family members in entrepreneurial personality development;
- 8) Entrepreneurs are most successful and satisfied as doers rather than as managers or planners;
- 9) Entrepreneurs are not big risk takers although they may be characterized as realistic gamblers;
- 10) Reserving time for family and personal pleasures is clearly secondary to making the business run.

These characteristics should be kept in mind constantly throughout the extension service. Some underlying factors to be noted are that small enterprise owners who are proud of their accomplishments but recognize they need help are apt to respond faster to an overall approach that recognizes and builds on their strengths. The extension worker's approach must be one that first expresses an admiration for the nature of the business, the owner's knowledge of the technical or marketing aspects of the enterprise or whatever is appropriate. Then an expression of mutual concern over problems and interest in a "partnership effort" to solving them usually works much better than a highly academic approach.

2. Creating Positive Expectations

Most small enterprise owners who realize that they need help frequently resist outsiders because of their basic nature as individualistic entrepreneurs. In order to overcome this resistance the extension worker must help the client to visualize concrete benefits that are likely to result from the relationship. For example, if a book-keeping system will be set up or if an inventory control system is called for the entrepreneur must be shown the specific types of benefits that will be enjoyed.

For example, a promotional idea is not an end in itself, but rather a means of helping the entrepreneur attract more buyers of the products and therefore results in selling more, increase in market share and therefore profits. Be careful, however, not to over-state what can be done. Experienced extension workers do not promise excessive benefits over what can realistically be accomplished to avoid disappointment on the part of the client. The most effective way to express your own contribution is in terms of how your efforts will build on the client's strengths and self-improvement efforts.

3. Reinforcing Entrepreneur's Security

Keep in mind that the entrepreneur is likely to be uneasy about your extension service interaction. Several apprehensions involve such areas as: (a) possibility that he/she will be unable to implement your recommendations, (b) fear of having financial and technical "secrets" exposed, (c) loss of feelings of personal independence, and (d) cost in terms of money and time in implementing recommendations.

The extension worker must anticipate this uneasy and insecure feelings by counteracting these issues directly. You can indicate a keen awareness of the importance of the client's time by assuring that appointments or visits will accommodate the entrepreneur's normal work schedule and by being punctual. Do what even has to be done when you visit but be sure to let the client conduct necessary business such that you should not expect complete undivided attention.

Another source of uneasiness on the part of the entrepreneur-client relates to his/her hesitancy to reveal financial and technical secrets to anyone outside the business. They must be assured of confidentiality. This factor is especially important with respect to information that might be significant in relationships or government regulatory agencies. In most cases it is necessary to reaffirm several times that the findings of the extension worker and recommendations are for the benefit of the client entrepreneur only and will not be disclosed to others outside NIDFO.

Lastly, there must be a continuing effort towards enhancing the entrepreneur's ego and achievement satisfaction. Caution, however, must be exercised to show sincerity. In general, the small industry entrepreneur feel especially satisfied with specific things done well and appreciate recognition for these identifiable accomplishments. From the start of the extension work particularly good results or attempts to try new recommendations should be recognized and encouraged. Do not appear to overdo such compliments. Keep them meaningful by saving them for occasions that are worthy of such.

**B. Recognizing and Defining
Problems and Opportunities**

The establishment of rapport with the entrepreneur-client is usually achieved reasonably after a visit of an hour or so. As this happens, the extension worker must actively listen to encourage the entrepreneur to express his/her view of the problems and opportunities being faced.

Recognizing and defining problems and opportunities may start early in the relationship, but this step is generally deferred until after the first phase is firmly underway. The consequences of jumping into conclusions too quickly may result in either a "half-baked" assessment of the true situation or a "turned off" client who does not really appreciate an outsider coming in and immediately finding fault with everything. Most entrepreneurs have areas which they feel they are doing a good job on and do not appreciate having these areas criticized at the outset. Once the mutual understanding has been developed and the client's objectives clearly set forth, many problems and opportunities will become much easier to determine.

1. Problems vs. Symptoms

In many cases apparent problems are probably merely symptoms. It is usual for many symptoms to be arising from a single problem. Likewise several problems may be contributing to a single symptom.

To illustrate, a dictatorial owner-manager may lead to high employee turnover, very low efficiency of workers, very little co-operation among workers, complaints about too heavy work, high absenteeism rate, generally low level of worker morale. This shows how several manifestations are traceable to a single underlying problem.

On the other hand, a single perceived symptom is a result of several problems. For example, the entrepreneur-manager complains that despite doing a lot of work the business is making very little profits. Some of the causes of this are: (1) equipment is old and worn out and needs replacement, (2) pricing structure is too low and has not kept pace with costs of materials, labor, etc.,

(3) entrepreneur does not plan work for employees in a most efficient manner, (4) entrepreneur may not be delegating work to others to free him/her for management work, (5) workers may not be producing at maximum potential because they are not supervised or motivated properly.

Actually many problems may well contribute to one particular symptom while some problems may be interrelated as causes or effects of other problems. Without getting lost in an academic exercise of defining certain occurrences as symptoms, problems or causes, the extension worker must find the basic element that have to be altered before improvements in the general situation will occur.

The most important aspect, therefore, is to recognize which areas in the enterprise operations need change. This is one of the most difficult jobs in extension work. The solution usually is a simple one, only if the problem has been accurately identified.

2. Entrepreneur and Extension Worker Problem Identification

The approach is to get the client entrepreneur to tell you what he/she thinks about the enterprise in terms of strengths and weaknesses. Never start pointing out what is wrong as you may prematurely be identifying situations as needing corrective action. Begin early, however, developing your own views that may either be substantially the same as the client's or very different from his perceptions. Once you have spent some time in the enterprise then you can suggest your own views of what areas need attention. The frequent result of a two-way interaction is the ranking of priorities for areas that both extension worker and entrepreneur-client have identified. Generally, the entrepreneur begins to see things not perceived before.

ILLUSTRATION:

Hassan Bangura was looking into a small wooden pallet manufacturing enterprise as his extension project. The owner, Richard Conteh, primarily wanted assistance to straighten out the financial conditions of the firm in preparation of a loan application with NIDFO. Mr. Conteh recognized the need to have someone go through his records, namely, a check book and some assorted pieces of papers in file folders maintained by his wife. He has also identified the need for more working capital that had made him approach NIDFO.

Hassan Bangura found, after developing a simple accounting record system and preliminary financial statements, that a large portion of the job orders undertaken produced little or no profit. Operating overhead was not included in the costing from which jobs were priced. In addition, the extension worker found that a sideline business of repairing old wood pallets for customers was much more profitable and could bring a stronger positive cash flow if this aspect of the business could be expanded.

In the above case, the extension worker would usually begin his extension work by analyzing the problem areas identified by the owner-manager. As other important issues are discovered they can be addressed in turn. Additional major areas jointly agreed upon to be looked into were:

- 1) A new process for costing and pricing;
- 2) Various ways of cutting overhead;
- 3) A market program to increase pallet repairs;
- 4) An analysis of how a new machine (denailer) would more than pay for itself in a short time if:
 - a. funds could be obtained for its purchase as part of the loan package.
 - b. anticipated demand for this service is correct.

In short, Hassan's extension work was in areas far beyond the entrepreneur's stated problems.

C. Developing and Evaluating Alternative Strategies

The development of alternative solutions and evaluation of various courses of action to build on the strengths of the enterprise are the core of the extension work. The client-entrepreneur may frequently be able to express concern about problems, at least in terms of apparent symptoms, along with solutions tried or considered. Although the true problems may actually lie a little deeper and the solutions may require further development, the good extension worker will build on these contributions rather than going away and pondering on his/her own repertoire of possible strategies. Keeping the client-entrepreneur involved is many times as much a part of making the solution a good one.

1. Joint Development of Solutions

A joint approach in finding solutions to problems is most likely to bring success. There are several reasons for this.

We already know that the small entrepreneur is typically an independent individual who is most comfortable when he/she feels in control. Even when he/she may not truly have this role, you must make him/her feel so.

For example, if the analysis of the situation indicates a particular problem and several solutions, one of which seems best to you, do not tell the entrepreneur straight away how to solve the problem. Consider instead an approach that first develops agreement that the perceived problem is in fact a real problem. Assuming that it is, you can assist the client to reconstruct in his/her own words how that problem developed, what its effects are, and what steps may have been taken already in an effort to improve the situation. Then, if your solution can be viewed as a natural continuation of the entrepreneur-client's approach, let the solution be identified as his/her idea that you can help to refine and implement.

Corollary to this, regardless of whether the solution is seen as yours, the entrepreneur's, or a combination of both, there must be a continuing effort to give the entrepreneur opportunities to approve or accept all strategies and actions before undertaking them. Ask for suggestions for improvements as you go along, even where you may think they are not really needed. The client may be able to add more than you think.

ILLUSTRATION:

John Koroma designed a brief customer survey as part of his extension work for a tailoring shop. The shop owner was at first almost overwhelmed by the statistical sampling process, the building in of questions to obtain demographic data, and so on, before the fundamental questions pertaining to design and style preferences were developed. Later on, however, he became more comfortable with the survey questionnaire as he helped to develop questions about specific styles and colors of dresses, prices, reasons for buying certain styles, and other areas he knew much better than John. After he became an active participant in the project he was also able to contribute in other ways to assure a higher percentage participation by respondents. As a result the extension work was a very successful undertaking.

Another key reason for joint development of solutions involves the possibility that the extension worker will stray away from good courses of action toward more elegant theoretical approaches that can not or will not be implemented. The possibilities for trying to misapply economic order quantities, linear programming, comprehensive (complicated) accounting systems, standard financial ratio analyses, elaborate promotional schemes, and the like, are likely to set in. The entrepreneur-client will usually be quick to identify tools that he/she feels comfortable with if there is an active team working relationship with the extension worker. On the other hand, if you work on sophisticated approaches by yourself, they are likely to go unimplemented.

D. Assisting in Implementation
of Selected Course of Action

Assisting in the implementation of selected actions is the phase where many otherwise successful extension workers miss opportunities to improve achievements. An entrepreneur-client is likely to need help in carrying out the recommendations made. From a selfish point of view, the extension worker will want satisfied clients to promote his/her capabilities with "word-of-mouth" advertising. Clearly, this satisfaction will come from successful implementation of recommended actions rather than from unused ideas.

The extension worker must understand that the formal written reports should not be viewed as the main outcome of extension service. NIDFO should aspire for hands-on implementation as a key objective. One major reason is of course the extension worker also learns by doing. This active involvement also goes a long way toward assuring a positive outcome for the entrepreneur from the overall effort.

ILLUSTRATION:

Perhaps a client entrepreneur needs to keep good records. You look at the records books and half of the pages are blank, while the other half show entries that are incorrect. When you ask the entrepreneur to define the problem, he/she may say, "I do not have enough time to keep my books up-to-date." The real problem, frequently, is that no one in the enterprise is educated in the techniques of keeping the books. Therefore, changes that may offer effective solutions are:

(1) teach the entrepreneur to keep his/her books, (2) teach someone else in the firm to keep the books, (3) hire a new employee to be the book-keeper, or (4) hire a book-keeper on temporary or part-time basis to bring the books up-to-date periodically.

The best solution depends on the degree of needs and the pleasure of the entrepreneur. He/she may not want an outside book-keeper. Many entrepreneurs are jealous about letting someone else look into their affairs. They would rather be trained to keep the books themselves, even though this may take time away from their management capacity. Others are interested only in more active functions such as production and marketing, and they want no part of the clerical chores. The extension worker must find out which approach is preferred by the entrepreneur.

1. Approach to Implementation

If the entrepreneur's choice in the above illustration is either (1) or (2) the steps to take are:

- (1) Conduct a thorough review of:
 - a. types of transactions the business needs to record,
 - b. current recording system, if any,
 - c. capabilities of the person who will keep the books, and
 - d. available outside systems that may be implemented.

- (2) Determine what system to use.

The system to use in each particular case depends entirely on the needs of the enterprise. It may be as simple as a checkbook to record all purchases and receipt book to record all sales. Or it may be a full-fledged accounting system. For example, if the business is a one-person operation such as a service organization that repairs televisions or appliances, the individual typically receives either cash or check for his services. He/she will likely pay his suppliers for parts by either cash or checks. Extensive inventories and equipment depreciation are not likely to be involved. Certainly a simple checkbook and receipt book will be sufficient to record all the data necessary for the entrepreneur's book-keeping system.

In a simple system such as this, the business owner must be meticulously careful in making sure that only business expenses (no personal or household expenses) are entered in the business checkbook. The entrepreneur must have a separate checkbook for personal or house expenses.

A step up from the checkbook and receipt book system is a simple combination journal-ledgersystem. With this approach all of the month's accounting entries can be summarized in a single page that shows the transactions so the entrepreneur can easily identify: (1) date, (2) amount, (3) type of transaction, and (4) brief explanation of purpose. This system can be designed from scratch for an enterprise that does not require the more elaborate separate general journal and general ledgersystem.

(3) Put the system into action

There are other single accounting systems that may be designed for the small entrepreneur. Whatever the design, a major part of the implementation effort will involve working directly with the entrepreneur to teach the mechanics of making entries correctly. Typically on combination of real transactions and practice problems are necessary to help the person get to know the system. If the person to be taught is an employee and not the entrepreneur himself/herself the continuing rapport with the entrepreneur will be a necessary signal that the new book-keeping work is worth-while and should be taken seriously.

All that the extension worker needs is time, patience and technical competence in the area being tackled along with the sensitivity to your client-entrepreneur's needs and apprehensions.

E. Communicating Results

Communicating results and drawing conclusions in a formal report or presentation is frequently seen as the culmination of the extension service. This by itself is not enough, but it is definitely an extremely important output that results out of the extension work. Its value should be as a source of basis for reviewing what has been done and what additional steps are recommended so that a continuing follow-up can take place. The report is not merely a collection of background facts and vague problem solutions based on high sounding theories and techniques. Naturally the language and visual aids used should adapt to the entrepreneur-client's background and capabilities to be effective.

Periodic follow-up schedule over an appropriate period should be incorporated in the report as part of the extension work.

1. What the Client Entrepreneur Wants to Know

Sometimes the extension worker gets carried away with including irrelevant things when writing reports. Many extension worker may be inclined to start their reports on extension service with extensive company history. Clearly this is not of immediate concern to the entrepreneur.

What he wants to read, and generally should be found in the first or second page, is a quick overview of what has been accomplished and the steps recommended for future action. This introductory summary should not include all of the problem symptoms and causes, alternatives considered, and sources of information consulted. It should make immediate reference to the stage of implementation when extension service was over and should be interesting enough to get the entrepreneur to read further.

After the brief overview of recommendations and status report, more detailed discussions are in order. It is generally appropriate to present a brief description of the enterprise, background of its origin and development, analysis of its key people and functions, prior to describing specific details of the extension work.

Details of the extension work should cover the following:

- 1) Problem statement as seen by the entrepreneur,
- 2) Situation as analyzed by the extension worker,
- 3) Priorities and areas covered by the work,
- 4) Specific problems, identified causes, organizational constraints recognized in solving them,
- 5) Courses of action recommended,
- 6) Implementation progress to date.

2. Need for Thorough Discussion and Understanding

Be sure to give the entrepreneur enough basis to follow in adopting recommendations. Exhibits must be included in such areas as sample pages of the accounting system, mock-up inventory control cards, proposed organization charts, and the like. These exhibits must be thoroughly explained to the entrepreneur so that he/she can recall how things to be done have been demonstrated satisfactorily.

Provide some mechanism so that questions the client might have after reading the report may be adequately answered.

V DEVELOPING ATTITUDES FOR EXTENSION WORK

Extension work for small enterprises calls for a certain degree of dedication and mission. An individual who does not have the interest of the country's future economic development will not make a good extension worker. Likewise, one whose motivation is short-range in terms of monetary compensation is not made for extension work. Setting long-term goals in terms of career satisfaction is more conducive for extension work.

Getting an extension work relationship off to a smooth start and keeping efforts productive requires a lot of learning by the extension worker before solutions should be proposed. Since it is difficult to learn while talking, this suggests that extensive listening is in order. The art of listening must be an active one in the sense that the entrepreneur-client is encouraged to disclose the necessary information.

Encouraging someone to talk by such responses as "uh-huh" and "ya" should not be overdone or the other person is likely to get the idea that you are not listening at all. This must be interspersed by some passive non-committal response that will encourage the entrepreneur to talk some more. The extension worker, however, must avoid the embarrassment of sticking his foot in his mouth by making an inappropriate comment that may reflect ignorance.

A good way to be sure that you understand the basic facts of a situation is to attempt to restate them in your own words. Another way is to reflect your impression of the entrepreneur's feeling or attitudes about a situation rather than just restating the facts themselves.

If there are not bringing out results, probing with specific questions leading to further discussion may be in order.

To be sure that facts, feelings and other details of the situation are accurately understood, summarizing is a good technique to elicit a two-way feedback. Hence, the need to communicate effectively and build rapport with the client is very important.

The extension worker, lastly, must see to it that his/her management and technical ability is continuously honed to meet the variety of needs of the entrepreneur-client.

VI FUTURE OPTIONS

From the foregoing discussions it is obvious that extension work is the start of a career in consultancy. Every extension worker who sees the long-term value of extension work and continuously strengthens his/her knowledge and abilities inevitably finds himself/herself in the business consulting profession eventually.