

■ ПРАКТИЧНІ АСПЕКТИ РОЗВИТКУ ВИРОБНИЧИХ СИСТЕМ І СОЦІУМУ

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ALTERNATIVE MODELS OF AGRICULTURAL ADVISORY PROGRAM DEVELOPMENT ©

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This research is based on the statement that agricultural advisory activity in Ukraine is not formed as a unified system up to this time. Advisory services very often use their own methodology on planning, implementation and evaluating their activities. It is recognized that the success of agricultural advisory activity depends on well designed and delivered advisory program. The theoretical and methodological background of agricultural advisory activity program development is studied in the article. The different models of extension program development that have been used in the USA are analyzed. Among those models the Logic model is chosen as the one that could be adapted to the present-day Ukrainian conditions. Its main components are determined and its features according to Ukrainian agricultural advisory activity peculiarities are identified, namely: main problems that should be solved with the help of agricultural advisory services, outcomes of agricultural advisory activities programs within long-term, intermediate-term and short-term goals achievement, appropriate delivery methods, target group and other participants, necessary inputs, etc. The technique of the Logic model performance for planning and evaluation of agricultural advisory program is expounded.

Key words: agricultural advisory activity, agricultural advisory services, agricultural advisory program, advisory program development, extension, planning, evaluation.

Fig. 3. Lit. 9.

Statement of the problem. Agricultural advisory activity is one of the main tools of state and regional agricultural policy which plays a significant role in rural area development. This role becomes more important in the periods of global and domestic economic changes since results of government measures depend on their clear public understanding. The worldwide experience affirms that agricultural advisory services gained rapid development in critical moments when country required agricultural production growth, and farmers needed operational support and advices concerning production efficiency increase, their professional skills improvement, forming modern views on the functions of the economic market. However, single events or activities without their previous mutually agreed combination do not result in the types of behavioral changes necessary to fulfill predetermined and actual needs of people and communities, do not

guarantee achievement of expectations, do not ensure return of the expended money and efforts, and do not let agricultural activity services to accomplish their socially defined mission. But a series of activities may be linked together by the educational objective to reach the intended results. Therefore, agricultural advisory activity should be based on scientifically substantiated programs.

Analyses of the Previous Research and Publications. The theoretical and methodological principles of organization of information and consultation support for agricultural producers and rural population are represented in the studies of many Ukrainian and foreign scientists, in particular: Bezrovny M., Borodina O., Galych O. [20], Kalna-Dubinyuk T., Nedbalyuk O. [6], Shamanska O. [21]; Alyeksanov D., A. Van den Ban [7], Koshelev V., SeEVERS B. [5] and others. Development and the present state of agricultural advisory services in Ukraine has been analyzed by national researchers such as Kryvoruchko I., Kropyvko M. [19], Korinets R., Kudinova I., Lobanov M., Samsonova V., Schmidt R. [1]. Nevertheless, the uniform model of agricultural advisory program development that could be successfully used in our country has not been yet designed.

Defining the Aim of the Research. The article is aimed at the analyses of the existing in the USA extension program development models and providing recommendations on the possibility of adapting the Logic Model for agricultural advisory program development to the Ukrainian reality.

The Essence of the Article. Appearance of the agricultural advisory activity in the new history of Ukraine is the consequence of privacy reformation process in agricultural sector on the basis of private ownership specific to modern market economy. It arose in Ukraine in the middle of 1990-s under the support of international community, foremost European Union and North American countries. The main objective was the spreading and implementation of modern scientific technologies, increasing skills and level of knowledge on profitable farming businesses (as in other countries), and also forming agricultural market infrastructure (in particular rural cooperatives, regional agro-trade houses, wholesale markets, livestock and poultry auctions, commodity exchanges, processing enterprises, retail sales and food institutions, etc.), assistance in getting approach to credit recourses through credit union and cooperative bank creation, business plans preparation, green tourism development, and others [1, p. 536 – 541]. However, lack of sufficient government support constrained rapid development of agricultural advisory activity in Ukraine. The situation was improved after the approval of the Law of Ukraine “On Agricultural Advisory Activities” in 2004 as well as initiated funding in 2007 of the socially-directed agricultural advisory services from the state budget within the “State program of development of Ukrainian rural community for the period to 2015” in the part of the agricultural advisory activity support. Unfortunately, due to the undeveloped mechanism of the control over state trust funds for these activities, even those small amounts that were allocated were not utilized. Generally, the specified purpose of this program is actually used 10.2 million UAH of budget funds, or 10.5% of the projected volume (97.3 million), which did not contribute to the proper provision of advisory services for effective agricultural production by small agricultural farms, to the application of new science and technology or improvement of product competitiveness. In 2011 and since 2013, funds for state support of agricultural advisory services were not allocated which as

a result again slowed their activity [2]. As of March 1, 2017 in Ukraine have been recorded 74 agricultural advisory services, but not all of them are functioning. 1,530 people (753 and 777 respectively) have received certificates of advisors or expert-advisors [3]. Since 2003, they partially integrated into the National Association of Agricultural Advisory Services of Ukraine; however, they still do not work as a single system due to the diversity of their institutional, administrative and legal procedures as well as to the socio-economic and historical circumstances of their creation. In addition, because of the undeveloped system of planning and monitoring of agricultural advisory activities, it is impossible to implement aggregation of the performance results within the country and conduct their full analysis.

Considering the social orientation of advisory activity and its role for agriculture, it is consequential to continue improvement of its organizational and economic mechanism applying both domestic and wide world experience, especially American, since it has one of the oldest and the most successful agricultural extension service systems.

At the beginning let us clarify the difference between the terms “plan” and “program” in the scope of agricultural advisory service activity. Boyle, P. describes the word “program” referring to the product resulting from all activities in which a professional educator (such as advisory agent) and learner (such as farmer, villager) are involved [4, p. 4]. It means, that program is focused on concrete results and is limited in time for its achievement, it has complex and systematic approach, it is ordered by customers or state and local bodies of power. Program responds to the need/issue, targets of a specific audience, states objectives/desired outcomes, details an educational process/outputs, uses a variety of teaching methods. Plan does not focus on final outcome; it is more concerned with the process of program implementation, organization of some activities and events. Plan reflects eligible procedure of work organization. Plan confirms stakeholders’ involvement, establishes a priority, provides a tool for marketing, represents an agreement for investment of resources, and serves as a discussion point in performance appraisal.

According to Conkin, N. and Spigel, M., the process of program planning may be viewed as a system of interrelated parts, all of which work together to achieve defined goals. Boone, E. characterizes program planning as a comprehensive, systematic, and proactive process that results in actions to facilitate changes in behavior of learners and environment in which they live [5, p. 92]. The term “program development” is often used instead of “program planning”.

Programming agricultural advisory activity helps to ensure that:

- attention is concentrated on the most important and interesting for the farmers and the whole nation problems of nowadays and the future;
- attention is concentrated on those target groups which are the most important for achieving program goals;
- the most effective and expedient combination of advisory activity methods are used;
- the activities of advisory agents, involved professionals, volunteers and others are integrated and organized as effectively as possible;
- advisory agents’ training is directed at the major changes in their tasks.

There are several models of agricultural advisory activity program development. They have some similarities and peculiarities. For example, Ukrainian scientist Nedbalyuk, O. defines eight steps of program development process [6, p. 55]:

1. Gathering actual information.
2. Analyzing current situation.

3. Problems identification.
4. Determination of goals and objectives.
5. Designing the activity plan.
6. Implementation of the program plan.
7. Monitoring of progress during the program plan implementation.
8. Evaluation of final results.

This programming process is divided into two main parts: the first is preparatory planning (from the first to the fourth stage); the second is planning the program activities and their realization (from the fifth to the seventh stage). The eighth stage combines both mentioned above parts because it evaluates program outcomes as well as appropriate program planning and implementation. Evaluation anticipates that the data collection procedure concerning program conduction is converted into the data collection procedure for beginning of a new program planning. Thus this stage is the link between the previous and the following programs.

Thereby, from the time-lag point of view, program development is a continuing process based on a cyclically-spiral principle. We share this idea with the famous American extension professional A. van den Ban, who propounded a spiral model of the process of planning an extension program (see figure 1).

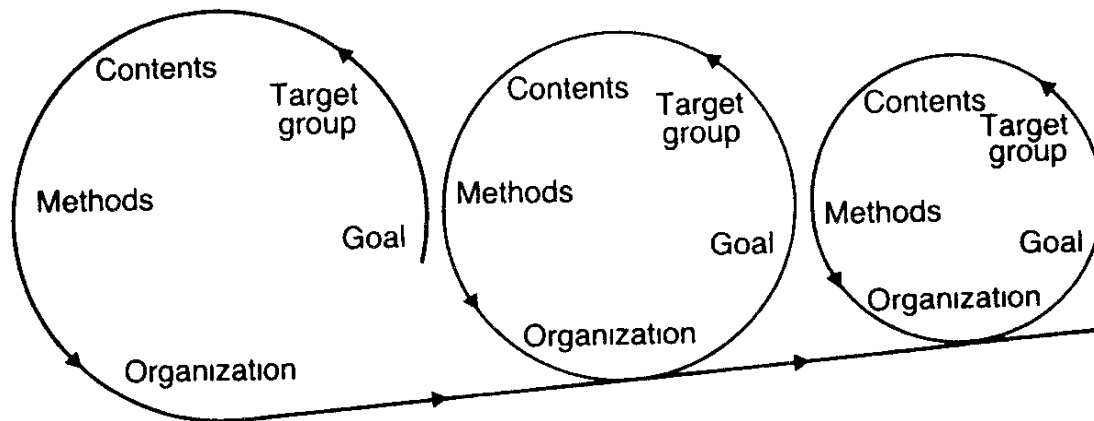


Figure 1. The spiral model of the process of planning an extension program

Source: [7, p. 197]

According to this model, program planning requires decision about the goal that the extension program is aimed at; the target group that is to be reached; the content of the extension message; the extension methods or combination of methods to be used, and how they will be used; and the organization of all activities and contributions to program implementation. While planning their activity, agricultural advisory services can follow the spiral to a greater or lesser degree depending on time available and the importance of the extension program. The more they work with the target group (or with a program) and involve farmers or their representatives into the planning process, the more exactly goal is determined, the easier contents and methods can be specified, the more effective program can be organized and conducted. Rough decisions are made during the first step and then progressively refined.

Another scientist, Boyl, P., has formulated program planning process as a sequence of the following elements [6]:

- analyzing problems and needs or concerns of people and communities, their intellectual and social development level;
- documenting program (selecting and organizing learning experience, identifying instructional design with appropriate methods, techniques and devises);
- utilizing effective promotional priorities, developing support instructional materials;
- obtaining recourses necessary to support the program;
- designing reporting system (forms of reports, procedure, etc.);
- determining criteria of effectiveness, results and impact for program outcomes evaluation.

Though many models of program development exist, we made a conclusion that mostly all of them include three main components: planning, design and implementation, evaluation and accountability.

These elements are linked together and cyclically repeated during permanent activity of agricultural advisory services that act under certain social, historical, economic, educational, emotional, and political factors in response to the needs of the society (see figure 2).

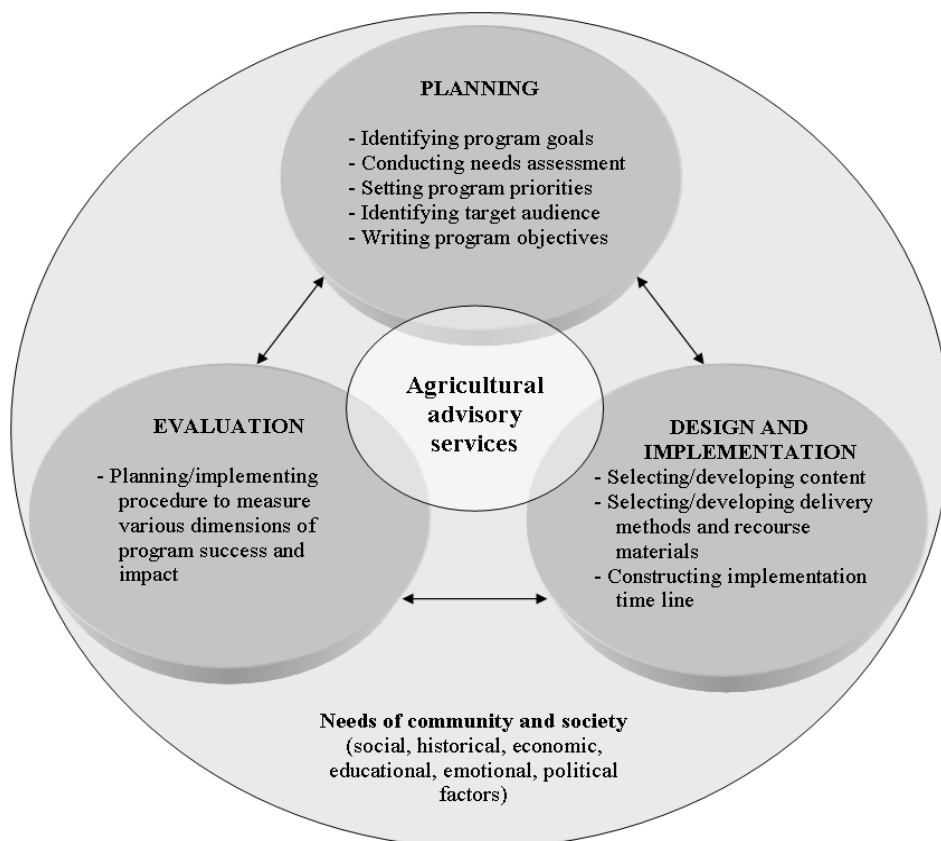


Figure 2. A Basic program development model

Source: designed by the author on the base of Conklin's model

Having examined existing advisory activity program planning models the inference can be made that the most appropriate model should combine their main issues. In order to improve the organizational and economic mechanism and to increase the effectiveness of

the agricultural advisory services activity in Ukraine the implementation of the Logic model can be proposed. Originally this model was created by professionals of the University of Wisconsin – Extension [9], but later on it has been adopted as a framework to guide program development in many other Extension services in the USA (see figure 3).

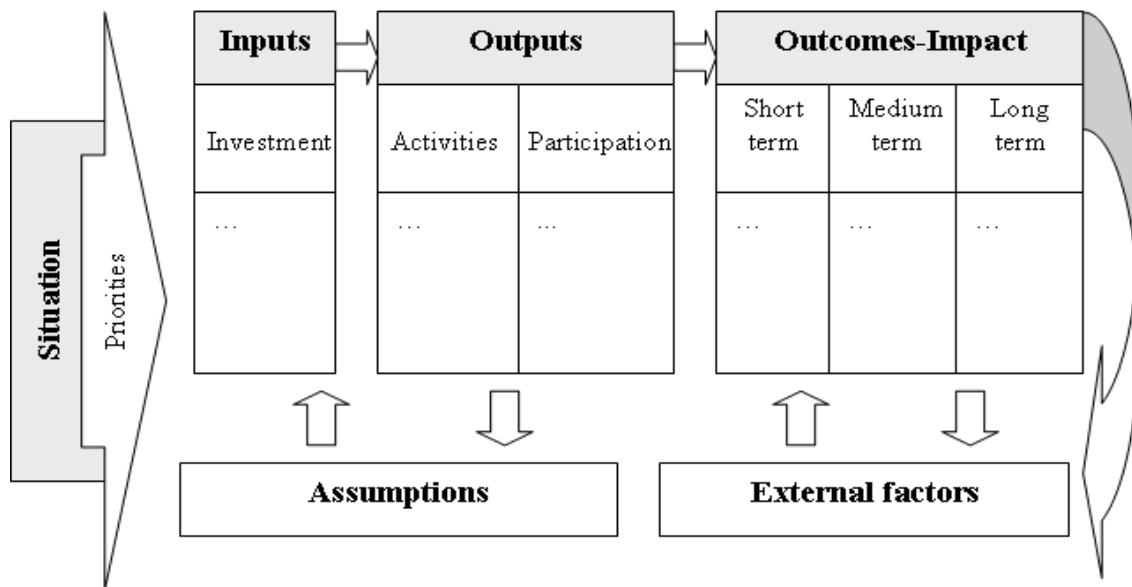


Figure 3. The matrix of the University of Wisconsin–Extension Logic Model

Source: [9]

The Logic model outlines a systematic method for determining program topic, planning investments, planning activities for program implementation and evaluating program impacts [10, p. 3]. This model has several advantages over other models. Specifically, it requires research of the problems of agricultural producers and rural population and their needs for advisory services, allowing more precisely targeted program to respond to them; it forms a clear idea as to the expected results of the program planned in response to identified needs; makes it possible to outline the schedule of the program, its theme, target group, to determine the most appropriate methods of providing advisory services, as well as all necessary program resources; the visibility of this model allows us to see a comprehensive picture of the whole process of implementation of agricultural advisory program, especially important in its presentation to the national authorities in order to obtain financing, as well as to the partners, in order to attract them. In addition to mentioned above models, the Logic model is cyclical. However, it is a more dynamic approach to developing agricultural advisory programs, as it combines effectiveness and efficiency of advisory activities with specific actions of advisors, and can be adjusted in the implementation of the program, which increases the responsibility for solving of the outlined problems.

As noted, most extension services operating in the US Land grant universities, have adapted the Logic model of advisory programs development and implementation because it was considered as the most convenient from an organizational point of view. The matrix of the Logic model also applies to US national and federal levels for planning, monitoring and reporting on the extension system, and many other areas of interest [11]. As a result of

observation, it was found that Logic model in different interpretations used in Canada, China, African, European and other countries [12, 13, 14, 15, 16] as well as in the post-Soviet countries with similar to Ukrainian economic conditions, in particular, in Russia and Kazakhstan [17, 18] for planning and evaluation of a number of programs. Given the advantages of this model and the positive experience of its application in the world, it can be assumed that Logic model can be adapted by Ukrainian agricultural advisory services and used for planning and execution of national programs of agricultural advisory activity as well as local programming of individual advisory service.

Using matrix of the University of Wisconsin-Extension Logic model, we have completed and filled its six components:

1. Situation: the circumstances and needs that give rise to programs planning and implementation. The logic model is built in response to the existing problem. Situation is a clear statement of the issue, problem or opportunity that needs a research and/or educational solution.

2. Inputs: the resources, investments, contributions that are needed to solve the problem in response to the situation.

3. Outputs: agricultural advisory activity, measures, program delivery methods, products, services that are directed to farmers and rural population.

4. Outcomes: the results, impact, and benefits for individuals, farmers, communities, and organizations from undertaken activities.

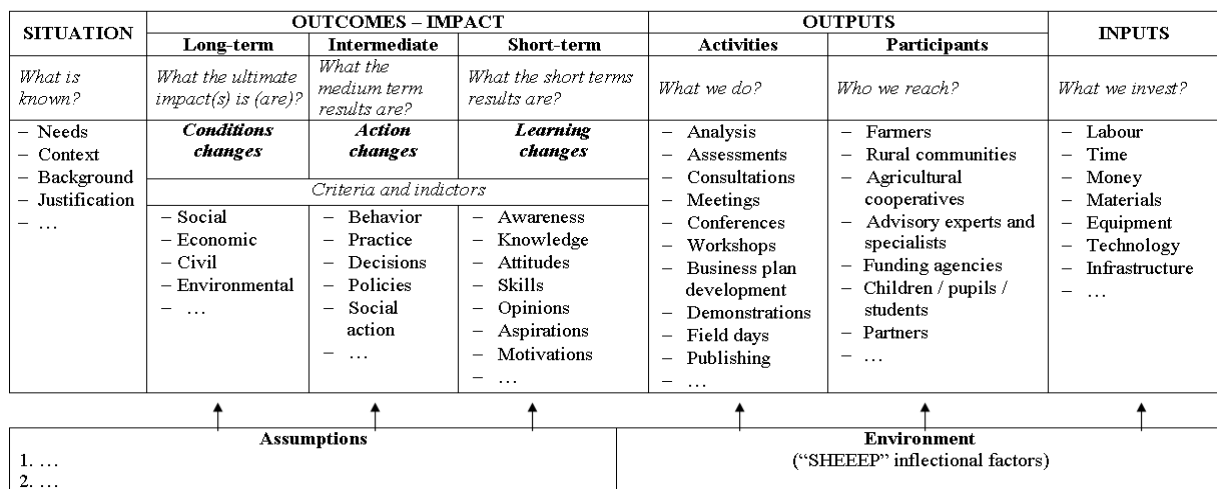
5. Environment: the surrounding environment and circumstances in which the agricultural advisory program exists, and which influences its implementation and success as well as the effectiveness and efficiency of agricultural advisory activity in general. Environment includes SHEEEP-factors. SHEEEP is an acronym for the social, historical, economic, educational, emotional, and political factors that may impact program planning, so it is important to understand each of them.

6. Assumptions: expectations and beliefs about the implementation, effectiveness and efficiency of agricultural advisory program and activity; the principles that guide agricultural advisory agents and specialists' work. Faulty assumptions can cause inaccessibility of the expected outcomes.

A graphic representation of relationships between inputs, outputs and outcomes of the situation is given in figure 4.

The Logic model is a logical chain of connections showing what the program is to accomplish, a series of "if-then" relationships. It also shows inverse correlations between planning and evaluation of agricultural advisory activity [11]. Moreover, if the planning process of advisory activities has been done in stages and in a logical sequence, it facilitates monitoring and evaluation process. The Logic model makes it possible to clearly define the purpose, objectives, subjects, objects, methods and criteria of monitoring and evaluation within each component of the model; it forms a general view of evaluation process, that was tested in the development of "Organizational guidelines on monitoring of socio-directed agricultural advisory services" [19].

Planning →



← **Monitoring and evaluation**

Figure 3. Adapted Logic model of planning and evaluating agricultural advisory activity

Source: designed by the author on the base of the Wisconsin – Extension’s model

Thus, let consider the general principle of Logic model of program development of advisory activities in the agricultural sector of Ukraine. The first and the most critical step in the Logic model of agricultural advisory program development is to identify the problems of farmers and the rural population. It affords opportunity to establish priorities for agricultural advisory activity and programs. In our view, the needs assessment of agricultural advisory activities should be carried out in the IV quarter of the year that preceding the planned year. Needs assessment should be accomplished by agricultural advisory services on the orders of the Agricultural departments of regional administrations. This work should be projected in a regional Plan (program) of socially directed advisory services. The goal of needs diagnostics for information and consultancy services is to determine topics, types, methods, completeness and volume of demand for agricultural advisory services to address pressing issues of agriculture, rural communities and rural areas in the region.

The survey by questionnaire of recipients of services is chosen as the most appropriate data collection method. It should be annually developed (or refined) considering agricultural and social policies aims, problems of monitoring objects and particularities of agriculture production and rural areas development. Depending on the scale and level of the program impact (national, regional, local), these questionnaires can be developed by the Ministry of Agriculture, the National Association of Agricultural Advisory Services and Departments of Agricultural Development of regional and district administrations, or directly by agricultural extension services. Besides the survey, some other methods of determining the demand for agricultural advisory services could be used such as: a discussion in initiative groups and advisory committees, observation, analysis of market environment, analysis of the trends and management results of agricultural producers, the analysis of economic and social conditions, other economic and sociological research [20, p. 251].

The results of economic and sociological research concerning the needs of domestic farmers and rural communities in information and consulting services should be reflected in the annual analytical report of agricultural advisory service that commissioned to conduct it. Its logical outcome should be the list of agricultural advisory activities, their forms and methods that are planned to provide in the next year, based on the identified needs of agricultural producers and rural population. Based on this list, a draft plan (program) of the socially directed advisory services in the next year should be designed with proposals to finance planned activities from state and local budgets. A draft estimate of expenditure (costing) for the provision of advisory services by type (and if necessary by separate methods) should be added.

In our opinion the basic data that should be collected during the diagnostic of the needs of farmers in agricultural advisory services are as follows: ownership and size of enterprise; types and output of production; organizational and management peculiarities, available equipment and facilities; education, qualifications, skills of farmers and employees; distance to target markets; expectations and plans for farmers and others.

Thus, in the first component of adapted Logic model (Fig. 4) can be noted, that the main recognized problems of Ukrainian agricultural producers and rural population that could be solved by means of agricultural advisory services are:

- lack of professional knowledge and skills of profitable agricultural production;
- insufficient manufacturing application of modern technology, the latest achievements of science and technics;
- low-level of rural population employment;
- insufficient development of agricultural market infrastructure, etc. [21, p. 45].

Taking into consideration the mentioned above problems of farmers and rural population, the basic long-term goals of agricultural advisory activity should be as follows:

- creating the conditions for profitable agricultural production;
- building the modern infrastructure for sustainable agriculture;
- support of the innovative development of agriculture;
- facilitating the rural area development and social problems solution;
- forming a capable network of agricultural advisory services and market system for spreading agricultural knowledge, technologies and information.

The next step is to determine the expected results in terms of time. The intermediate outcome of agricultural advisory activity that leads to the long-term national goals achievements are:

- introduction of the innovative technologies and organizational and managerial methods into farming;
- creating the agricultural service cooperatives, community pastures, agricultural trading houses, farmers' markets, farmer trading network and other public organizations formations;
- creating the children's clubs, women's clubs, local initiatory groups for rural area plans development and attracting financial, material and financial resources for their implementation;
- increase of the quantity of agricultural advisers and experts-advisers and opening of additional agricultural advisory offices in the district and village levels, and others.

The following short-term outputs of agricultural advisory activity are to be achieved:

- gaining new knowledge on the latest achievements of science and technology and skills for their practical application by farmers;

- formation the market-oriented attitudes and skills on analyzing the current and expected economic situation by the agricultural producers in order to make independent choices and rational decisions;
- changing attitudes of farmers and the rural population regarding their capabilities, increasing their desire and motivation to change;
- increasing awareness of agricultural and rural communities about activities of agricultural advisory services, their capabilities, directions, scopes, etc.

The Component "outputs" includes events and their participants. According to the classification of types and forms of social-oriented advisory services [19, p. 7], which may be reimbursed from the state budget of Ukraine, the selected agricultural advisory services delivery methods are listed below:

1. Individual consultations (in the services office or during field visits, using means of communication between the participants).
2. Group consultations (workshops, demonstrations, field days, round tables, etc.).
3. Information publications (fact sheets, brochures, leaflets, etc.).
4. Assisting in the document preparation and support (articles of association, help in obtaining a loan, business planning, etc.).
5. Economic and social research (needs assessments in agricultural advisory services, the effectiveness of the activities and programs, collecting and analyzing data for Program design of socio-economic development of rural communities and territories, etc.).

The participants of agricultural advisory activity are its subject and object. Subjects that provide agricultural information and consultancy services in Ukraine include: agricultural advisory services, regional centers of scientific support of agricultural production (under the umbrella of the Ukrainian Academy of Agrarian Science), and private consulting firms. The objects are agricultural producers, farmers, rural population, local authorities, executive agencies and other stakeholders.

A key component of the Logic model is the "input". The main inputs for conducting agricultural advisory activity in Ukraine are the assets allocated from the state budget, and own raised funds of agricultural advisory services, including money earned from fee-paid services. Significant expendable is the labor of advisors, expert-advisors and other specialists, the value of which is estimated by wages. Besides that, a lot of other material recourses, equipment, facilities, vehicles etc. are used for providing agricultural advisory service.

As for the components of "environment" and "assumptions", the important factor to consider upon planning and evaluating agricultural advisory activity using the Logic model is that agriculture is a seasonal branch with high risks and dependence on natural and climatic conditions. Therefore, it is necessary to distinguish between, for example, the impact of favorable weather conditions on the increase of yielding capacity and the impact of the advice application received from advisory services on the efficiency of production. It is also important to take into consideration the small number of domestic farmers having specialized agricultural education, crisis in Ukraine, low solvency of Ukrainian agricultural producers and rural population, changes in the political arena and other factors that influence the effectiveness and efficiency of agricultural advisory activities.

Our understanding of the implementation process of agricultural advisory activities should be based on the assumption that it is carried out according to the respective programs, and agricultural producers and rural population will introduce the gained knowledge and

skills into practice, that will lead to the increase of agricultural production efficiency and improvement of farmers' welfare. Thus, the Logic model can be used for evaluating program impacts. It is necessary to start with the analyses of incurred material, labor and financial costs for agricultural advisory activities accomplishment. In order to assess the effectiveness of provided advisory services, it is important to collect indicators on the results of farmers and rural population economic activities, as well as the amount, types, forms and matters of given advisory services. After analyzing the achievement of the short-term, intermediate and long-term goals it could be concluded whether the determined problem was solved or not, and what were the obstacles.

In such way, a general example of the consistent application of Logical model can be proposed for planning advisory activities in the agricultural sector of Ukraine, which can be used for implementing specific programs with detailed objectives, characteristics, methods and indicators.

Conclusion. Program planning is critical to the success of agricultural advisory services activities. Therefore, it is reasonable to introduce the most applicable program development model to make the process easier and clearer. Program development models have several varieties and they are used differently, but mostly they include three basic elements: planning, design and implementation, and evaluation and accountability. We propose to implement the Logic model into the practice of agricultural advisory services in Ukraine and the relevant authorities, coordinating their activities. The Logic model is a graphic representation of action that shows the chain of events that link inputs to results. It outlines a systematic method for determining program goals, planning investments and activities for program implementation. It is also a core for program evaluating and reporting. In our opinion, the adherence to the unified Logic model in agricultural advisory activity performance allows to analyze its development trends, to improve its planning process both at national level (macro level) and at the level of agricultural advisory services (micro level), to promote the efficient use of budgetary funds and other resources, to increase the quality and effectiveness of social-oriented agricultural advisory activities. The interaction principle of planning and evaluating agricultural advisory activity presented in this model can be also used for other state and regional programs.

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АНОТАЦІЯ
АЛЬТЕРНАТИВНІ МОДЕЛІ РОЗРОБКИ ПРОГРАМ
СІЛЬСЬКОГОСПОДАРСЬКОЇ ІНФОРМАЦІЙНО-КОНСУЛЬТАЦІЙНОЇ
ДІЯЛЬНОСТІ

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Дане дослідження базується на спостереженні, що інформаційно-консультаційне забезпечення сільського господарства в Україні до цього часу не сформовано як єдина система. Інформаційно-консультаційні служби доволі часто використовують власну методику планування, здійснення і оцінки своєї діяльності. Відзначено, що успіх сільськогосподарської інформаційно-консультаційної діяльності залежить від вдало розроблених і впроваджених дорадчих програм. В статті досліджено теоретико-методологічні основи виконання програм сільськогосподарської інформаційно-консультаційної діяльності. Проаналізовано різні моделі розробки дорадчих програми, які використовуються в США. Серед розглянутих моделей обрано Структурно-логічну модель як таку, що може бути адаптована до сучасних українських умов. Визначено її основні компоненти та окреслено їх характеристики відповідно до особливостей здійснення інформаційно-консультаційної діяльності в сільському господарстві України, зокрема: основні проблеми, які повинні бути вирішені за допомогою сільськогосподарських інформаційно-консультаційних послуг, очікувані результати від сільськогосподарських дорадчих програм в розрізі досягнення довгострокових, середньострокових та короткострокових цілей, відповідні методи їх реалізації, цільові групи та інші учасники програм, необхідні ресурси для їх здійснення тощо. Також викладена методика застосування Структурно-логічної моделі для планування і оцінки сільськогосподарських інформаційно-консультаційних програм.

Ключові слова: сільськогосподарська інформаційно-консультаційна діяльність, сільськогосподарські інформаційно-консультаційні служби, сільськогосподарські інформаційно-консультаційні програми, розробка інформаційно-консультаційних програм, сільськогосподарське дорадництво, планування, оцінка.

Рис. 3. Літ. 9.

**АННОТАЦИЯ
АЛЬТЕРНАТИВНЫЕ МОДЕЛИ РАЗРАБОТКИ ПРОГРАММ
СЕЛЬСКОХОЗЯЙСТВЕННОЙ ИНФОРМАЦИОННО-
КОНСУЛЬТАЦИОННОЙ ДЕЯТЕЛЬНОСТИ**

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Данное исследование основано на наблюдении, что информационно-консультационное обеспечение сельского хозяйства в Украине до сих пор не сформировано как единая система. Информационно-консультационные службы довольно часто используют собственную методику планирования, осуществления и оценки своей деятельности. Отмечено, что успех сельскохозяйственной информационно-консультационной деятельности зависит от удачно разработанных и внедренных просветительских программ. В статье исследованы теоретико-методологические основы выполнения программ сельскохозяйственной информационно-консультационной деятельности. Проанализировано различные модели разработки просветительских программ, которые используются в США. Среди рассмотренных моделей избрано Структурно-логическую модель как таковую, которая может быть адаптирована к современным украинским условиям. Определены ее основные компоненты и обозначены их характеристики в соответствии с особенностями осуществления информационно-консультационной деятельности в сельском хозяйстве Украины, в частности: основные проблемы, которые должны быть решены с помощью сельскохозяйственных информационно-консультационных услуг, ожидаемые результаты от сельскохозяйственных просветительских программ в разрезе достижения долгосрочных, среднесрочных и краткосрочных целей, соответствующие методы их реализации, целевые группы и другие участники программ, необходимые ресурсы для их осуществления и т.д. Также изложена методика применения Структурно-логической модели для планирования и оценки сельскохозяйственных информационно-консультационных программ.

Ключевые слова: сельскохозяйственная информационно-консультационная деятельность, сельскохозяйственные информационно-консультационные службы, сельскохозяйственные информационно-консультационные программы, разработка информационно-консультационных программ, экстеншен, планирование, оценка.

Рис. 3. Лит. 9.

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