

MANAGE Induction Training Program

**For the Newly Recruited Meghalaya Agricultural Services (MAS III)
Officers of the Department of Agriculture and Farmers Welfare
Government of Meghalaya
October 2022**



National Institute of Agricultural Extension Management (MANAGE)
(An Autonomous Organization of Ministry of Agriculture and Farmers Welfare, Govt. of India)
Rajendranagar, Hyderabad – 500 030, Telangana, India
www.manage.gov.in

Content ---

Introductory Note	01
Course Content	02
Futuristic Extension: The Directors' Message	04
Can We Create an Eco-Friendly Farm for the Future?	06
Gendered Nutritional System: Approaches in Extension	08
Global Good Practices (GGP) in Agricultural Extension	09
Digital Extension – ICT Integration and Social Media Opportunities	10
Creating Digital Content for Agricultural Extension	13
Special session: Extension Experiences and Lessons from North-East: Journey of e-ARIK to 1917iTeams	14
Institutional Reforms and Support	16
ATMA: Major Milestone in Agricultural Extension	17
MANAGE Information Box	18
Farmer Producer Organisations (FPO): Farmers Mobilisation for Market Access	19
Forms of Market Extension Systems: Supply Chain Management and Value Chain Extension	20
Startups and Extension Advisory Services	21
Functional Skills Matters	23
Inspiration from the Reality: Exposure Visits	25
Reflections of Hyderabad	26
Annexure 1 - Global Good Practices (GGP) –Group Exercise	27-28

Published by

National Institute of Agricultural Extension Management (MANAGE), Rajendranagar
Hyderabad- 500 030, INDIA

© 2022. MANAGE. All Rights Reserved.

About the Publication

MANAGE conducted an Induction Training Program for newly recruited Meghalaya Agricultural Service (MAS-III) Officers from the Department of Agriculture and Farmers Welfare, Government of Meghalaya. The program aimed to strengthen technical and functional competencies while fostering leadership, teamwork, and professional values. It focused on digital skills, documentation, and behavioural transformation for effective extension service delivery. Participants were exposed to key themes such as evolving roles of extension, global best practices, climate change adaptation, gender and nutrition-sensitive approaches, ICT tools, and essential soft skills. Institutional visits provided practical exposure to innovative agricultural practices and technologies.

This report presents the activities of the MANAGE Induction Training Program conducted from 17th to 30th October 2022

Citation

Saravanan Raj and Anju Abraham 2022. MANAGE Induction Training Program for the Newly Recruited Meghalaya Agricultural Service (MAS-III) Officers, National Institute of Agricultural Extension Management (MANAGE), Hyderabad, India, 28p

Disclaimer

This report has been prepared based on the sessions, interactions, and activities conducted during the Induction Training Program. While every effort has been made to ensure accuracy and completeness, the views and interpretations presented are those of the organisers/resource persons and do not necessarily reflect the official positions of MANAGE or the Department of Agriculture and Farmers Welfare, Government of Meghalaya.

Introductory Note

Human resource is the most valuable asset of any organization. For newly joined extension professionals, the training process moulds their thinking and that creates empathy towards the farming community. Hence induction training will enhance their skills, capabilities and knowledge to create an effective working environment with the farmers.

The MANAGE collaborated with MAMETI of Meghalaya state to design an Induction Training Program for the newly recruited Meghalaya Agricultural Services Officers, scheduled from 17th to 30th October 2022.

The training adopted various delivery methods to make the upskilling and reskilling more effective for the professionals. It included Instructor-led classroom training, Interactive training methods, Social learning strategies, Gamification and Feedback mechanisms.



The Induction Training Program started with the “Training Expectations Assessment”. The participants were asked to record their expectations. The prepared program structure was enough to meet their expectations. Suggestions were included in the program schedule accordingly.

The 14-day induction training program transformed into creative thinking about the new approaches of extension that they could implement in their state. The program helped to enhance the efficiency and competency of the professionals to lead the role of a new extension agent.



Course Content

Module I Agricultural Extension Management

- 1.Changing Roles of Agricultural Extension- Dr. Saravanan Raj, Director (Agricultural Extension), MANAGE
- 2.Extension Strategies for Natural Farming and Climate-Smart Agriculture Dr. N. Balasubramani, Director (CCA), MANAGE
- 3.Integrating Gender in Agricultural Extension and Nutrition Sensitive Approaches in Extension - Dr. Veenita Kumari, Deputy Director (Gender Studies), MANAGE
- 4.Global Good Practices (GGP) in Agricultural Extension - Dr. Saravanan Raj, Director (Agricultural Extension), MANAGE
- 5.Introduction to Extension Learning Kit - Dr. Saravanan Raj, Director (Agricultural Extension), MANAGE.

Module II Digital Extension

- 1.Navigating ICT for Agricultural Extension - Dr. Saravanan Raj, Director (Agricultural Extension), MANAGE
- 2.Digital Skills and Social Media for Agricultural Extension - Dr. Saravanan Raj, Director (Agricultural Extension), MANAGE
- 3.Creating Digital Content for Agricultural Extension- Dr. Srinivasacharyalu Attaluri Program Officer, MANAGE
- 4.ICT Initiatives and e- Governance for Agriculture - Mr. G. Bhasker, Assistant Director (IT), MANAGE
- 5.Extension Experiences and Lessons from North- East: Journey of e-Arik to 1917iTeams - Dr. Saravanan Raj, Director (Agricultural Extension), MANAGE

Module III Functional Skills

1. Improving the Communication Skills among Agricultural Extension Professionals- Dr. G. Jaya, Director (HRD), MANAGE
2. Self-Motivation for Extension Professionals- Dr. RVS Rao, Head & Principal Scientist NAARM
3. Personal Management Strategies for Becoming Effective Extension Personnel - Dr. Mahantesh Shirur, Deputy Director (Agricultural Extension), MANAGE
4. Team Building for Better Extension - Dr. G. Jaya, Director (HRD), MANAGE
5. Problem Solving Skills and Decision-Making Skills- Dr. K. Anand Reddy, Principal Coordinator (ABM), MANAGE
6. Process Documentation Skills for Agricultural Extension Professionals - Dr. Srinivasacharyalu Attaluri, Program Officer, MANAGE
7. Soft Skills for Extensional Professionals - Mr. Mallesh Annamaina, Soft Skill Trainer

Module IV Institutional Reforms and Support

1. Agri – Institutional Development: Challenges and Opportunities - Prof. Dr. Praveen Rao Former Vice Chancellor, PJTSAU, Hyderabad
2. ATMA and SREP Preparation in Extension- Dr. MN Reddy Former Director (Agricultural Extension), MANAGE
3. Presentation of Schemes of GoI Implemented by MANAGE - Dr. Sagar Deshmukh Asst. Professor (ABM), MANAGE & Dr. Mahantesh Shirur, Deputy Director (Agrl. Extension), MANAGE

Module V Farmer Group Approach and Market Nexus

1. FPO: Farmers Mobilisation - Formation - Market Connect - Dr. K. C. Gummagolmath Director (M&E), MANAGE
2. FPOs: Good Practices and Case Studies- Dr. K. C. Gummagolmath, Director (M&E) MANAGE
3. Value Chain Extension: Concept, Opportunity, Challenges and Experiences - Shri. Dasharat Tambhale, Director, ATMA, Pune
4. Market-led Extension and Supply Chain Management - Dr. Shalendra, Deputy Director (BS), MANAGE
5. Extension for Business, Development Services / FaaS: Incubation Centres and Startups - Dr. Saravanan Raj, Director (Agricultural Extension), MANAGE



Futuristic Extension: The Directors' Message

With the ever-changing agricultural scenario, the orientation of farming has shifted from commodity production to Alternate Food Networks. This shift has prompted the agricultural extension system to evolve in such a way that includes not only commodity-specific information dissemination but also human development. The evolving concept of Alternate Food Networks encompasses, producers, processors and consumers.

Hence, the extension approach is no longer limited to the mere transfer of technology and information; rather, it facilitates farmers in networking with the actors of the Agricultural Innovation System and mobilises them towards a commodity-specific, value chain-based approach.

“Agricultural Innovation System (AIS) - Commodity Specific Value Chain Based Approach Nexus is Crucial for Agricultural extension”

The SRI model in Tripura became a success because of the networking between the stakeholders of the state agricultural system, comprising Government, KVK and grass root level Panchayath Raj institutions. The MYRADA KVK model of Community Resource Management, Centre for Sustainable Agriculture Model of Community Extension, Digital Green model of ICT-integrated extension, AC&ABC model of extension with entrepreneurship and advisory support through the agricultural start-up ecosystem represent different approaches to the extension system.



“This is the era of partnership and collaboration. Hence, it is the time to reconsider the definition of extension from technology dissemination to mobilization, networking and value chain integration”



Dr. Saravanan Raj
Director [Agricultural Extension], MANAGE

The session included a detailed discussion on these extension models and approaches in the context of Meghalaya. Since the awareness of the AC&ABC scheme is relatively low in the state, extension agents were encouraged to promote it more actively. MANAGE can also support the State Agriculture and Horticulture Departments in strengthening the promotion of agricultural startups and agripreneurship.



Agriculture and climate change are two sides of the same coin. On one hand, agriculture contributes nearly 19-20 percent of greenhouse gas (GHG) emissions, while on the other, climate vulnerability adversely affects crop yields and consequently, food production. Compared to many other states, Meghalaya contributes relatively less to pollution and GHG emissions and the positive environmental outcomes are evident in the state.



The participants shared their experiences of the impacts of climate change, highlighting the rise in temperatures and the increasing occurrence of extreme weather events such as floods and cyclones. They also noted that climate change affects not only food production but also market accessibility and stability, resulting in severe nutritional imbalances at the household and community levels.



“The climate-based farming adaptation and mitigation strategies suggested natural farming as an alternative way of life that is aligned with the ecosystem”

Major Takeaway

The discussion on the Gujarat Cooperative Model of conversion of wasteland into Fodderbank found flexible and feasible for the state of Meghalaya. The awareness creation and capacity building about ‘Jeevamritha’ and ‘Bijamritha’ can contribute to cost minimization and environment regeneration in farming.



The discussion on ‘What Next’ for natural farming came up with the idea of farmer-to-farmer extension through farmer organisations and community institutions. Since the inputs of natural farming include those derived from animal husbandry and livestock rearing, advanced extension strategies require convergence and networking among allied sectors. In Meghalaya, organic farming dominates over the conventional farming system.

Hence, inclusive scaling-up practices in extension strategies can bring about a transformation in the regenerative farming systems in the state. The future of the food system rests on the adoption of progressive practices such as carbon credit mechanisms, shifting cultivation and climate-smart agricultural inputs.



Dr. N. Balasubramani
Director [CCA], MANAGE

“The adoption of natural farming will be an important pathway for India’s efforts to reduce GHG emissions while enhancing resilience to climate shocks”

Gendered Nutritional System: Approaches in Extension



A woman performs multiple roles as a producer, farm labourer, processor, seller and finally as a consumer responsible for meeting household needs. These multiple roles of women, from farm to fork, are well established but often overlooked. In a gendered food system, the socio-cultural norms, technological infrastructure and political-economic arrangements act as the key drivers of inequalities and vulnerabilities, resulting in both nutritional and livelihood outcomes. Therefore, Nutrition Sensitive Agricultural Programs (NSAP) need to account for the trade-offs associated with multiple roles and responsibilities of women.

The session turned into a discussion on the gendered agricultural system of Meghalaya. Although the state's socio-cultural system is predominantly matrilineal, women continue to play a critical role in agricultural production, marketing and community resource management, including the collection of water and fodder.

This gendered division of labour for food system activities calls for evidence-based strategies including technical capacity building through training, women's group-based programs and addressing gender norms to bring about positive changes in the social structure of the state. The session welcomed all opinions and experiences shared by the participants.

“Support from the family makes women more confident”

“With the matriarchal orientation, Meghalaya can take women's inclusive community approach to gender dealing and the strategies should start with men first by engaging them in family work”



Dr. Veenita Kumari
Deputy Director [Gender Studies] , MANAGE

Global Good Practices (GGP) in Agricultural Extension

The Global Good Practices (GGP) in agricultural extension could include program implementation, developmental policies, advisory services, success stories, research methodologies and technology dissemination that can be documented and shared. Later, the session was followed by a social learning exercise through formation of learning groups where conversations were conducted in an informal and comfortable manner. The trainees were divided into eight groups and each group were provided with a list of Global Good Practices (GGPs).



The group activity let them work together and after the documentation, they described the topic. Each group selected one practice and asked them to discuss themselves and collect relevant and related case studies and practices from India especially related to North-Eastern states



The topics covered under the Global Good Practices (GGP) on agricultural extension were:

1. Farmer's Field School
2. Farmer-to-Farmer Extension
3. ICTs in Agricultural Extension
4. Social media for Rural Advisory Services
5. m-Extension – Mobile Phones for Agricultural Advisory Services
6. Plant Health Clinic
7. Extension Campaigns
8. Agripreneurship: Rural Advisory Services

The session provided a detailed narration and understanding of the Good Practices that can be followed and implemented in their community areas for extension development. (The details of the documentation are given in Annexure 1)

Digital Extension – ICT integration and Social Media Opportunities

Internet penetration around the world is growing at an exponential rate, with India's internet penetration reaching 47 percent of the total population at the beginning of 2022. The integration of ICT in agricultural extension has served as an effective advisory service tool for the timely delivery of information.

With the advancement of the internet and digital literacy, ICT is now used not only for communication but also for collaboration and networking among various actors in the Agricultural Innovation System. The emergence of digital startups has opened new opportunities for ICT-based advisory services, which have evolved from traditional media such as television and radio to mobile phone-based platforms. With the changing agricultural scenario, the Government is also promoting hybrid extension advisory through the integration of internet and communication technologies. This should encourage young professionals to explore different ICT applications and opportunities for farmer outreach and development.

Along with increasing internet penetration, the number of social media users in India at the start of 2022 was equivalent to 33.4 per cent of the total population. The popularity and widespread accessibility of social media platforms such as Facebook, WhatsApp, YouTube and blogs provide useful opportunities for extension professionals to educate and influence farmers towards more focused agricultural practices. Considering the importance of information dissemination and networking, visual content creation has become an essential aspect of digital extension. Hence, possessing digital skills is important. With improved digital competencies, extension agents can create user-generated content for various social media platforms to enhance farmers' outreach and engagement.



The “Digital Green” was a successful model any extension agent can adopt. It’s a simple Community Farmer Participatory Approach for Recording videos for extension outreach activity among rural communities



Dr. Saravanan Raj
Director [Agricultural Extension], MANAGE

“A simple WhatsApp group or Facebook page may seem like a small initiative, but it can serve as an effective social media platform with the potential to create a significant impact over time”.

To support the ICT in agriculture, the Government has introduced different platforms of websites and applications. E-Governance will enhance the efficiency and effectiveness of programs by improving the accessibility and availability of service. The training session also delivered information about different e-Governance projects such as Farmer's portal, mKissan, Kisan Rath, and Fisher Friend Mobile App (Developed by MSSRF).

"E-Governance makes the work of extension officers easier and more effective while improving service accessibility for farmers"



Mr. G. Bhasker
Assistant Director [IT], MANAGE



Creating Digital Content for Agricultural Extension

Information and knowledge dissemination require authentic and relevant content, which also contributes to the creation of databases for the welfare of farmers. Such data can be effectively utilised across different stages of the agricultural value chain. The Soil Health Card System and the APMC database are examples that support this approach.

The pattern of journalism has also changed with the advent of digitalisation. Digital newsrooms and citizen journalism have created innovative avenues for information dissemination. Similarly, content for digital platforms and applications needs to be tailored according to the characteristics of each medium.

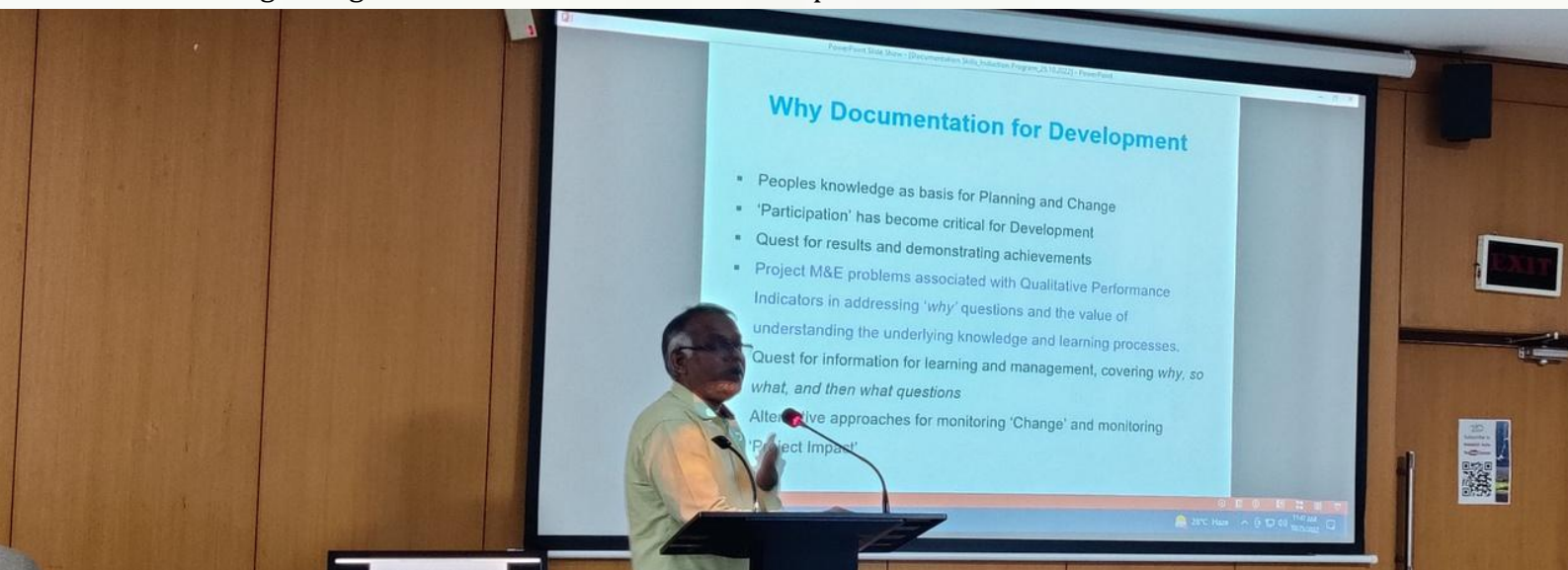


Dr. Srinivasacharyalu
Programme Officer, MANAGE

“Apart from the concepts of the Semantic Web and the Open Movement, Community Radio can be effectively adopted in the rural areas by utilising local resource persons.”

“This awareness about content creation could motivate the young professionals to facilitate farmers to start their initiatives that could be a simple video recording or farmers’ blog on their daily farming practices”

Community Radio is a participatory system for content creation, in which they will collect the information for the content, sorting and editing by themselves and air it for the community people only. Dr. Srinivasacharyalu Attaluri, Program Officer MANAGE convinced the participants that content creation at an institutional level needs advanced preparation, sorting, reporting of only facts and monitoring of the result and explained how MANAGE is handling its digital content creation for different platforms.



Why Documentation for Development

- Peoples knowledge as basis for Planning and Change
- 'Participation' has become critical for Development
- Quest for results and demonstrating achievements
- Project M&E problems associated with Qualitative Performance
- Indicators in addressing 'why' questions and the value of understanding the underlying knowledge and learning processes.
- Quest for information for learning and management, covering why, so what, and then what questions
- Alternative approaches for monitoring 'Change' and monitoring 'Project Impact'

Special Session: Extension Experiences and Lessons from North-East: Journey of e-ARIK to 1917iTeams



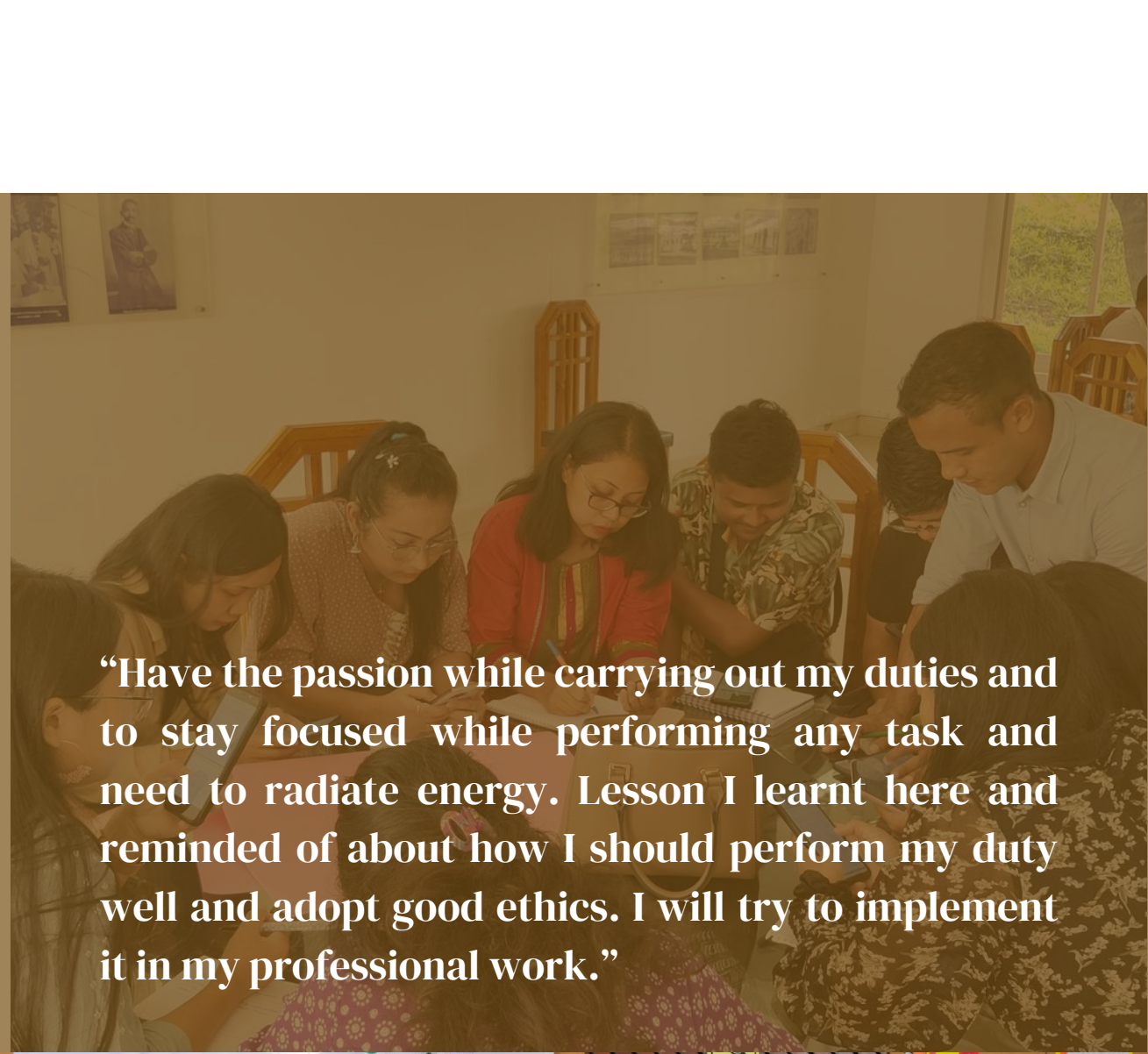
Paulo Coelho said, “When we strive to become better than we are, everything around us becomes better too” and the experience journey of the e-ARIK extension professional proved how to convert your challenges into better opportunities.

The e-Arik project can be regarded as an excellent example of "Probertunity"-the ability to transform problems into opportunities, in the context of agricultural extension in North East India. The success of the project was largely attributed to the presence of mind and adaptive capacity of the extension professional, who effectively reinvented strategies based on the prevailing situation and maximized the use of locally available resources.

Faced with both human and technological challenges, the extension team strategically relied on local community resources by integrating Information and Communication Technologies (ICTs) with traditional communication methods to ensure the effective implementation of the programme. The introduction of Farmer Facilitators from within the villages helped establish a strong local knowledge network, significantly strengthening farmer-to-farmer communication. These facilitators developed digital learning content tailored to farmers' needs while also utilizing traditional printed materials through village libraries, enabling continued access to information during the off-season.

Furthermore, the project adopted a multi-stakeholder partnership model of extension, fostering collaboration among various actors involved in rural development. Over time, the initiative evolved into a single-window system that addressed multiple dimensions of rural development beyond agricultural extension alone.

More than being a theoretical presentation, the session served as a re-orientation exercise for the participants. It encouraged them to reflect on the importance of professional commitment, adaptability, and presence of mind in addressing field-level challenges. The discussion emphasized that effective extension work requires not only technical knowledge but also the ability to innovate, respond to situational demands, and leverage available resources to achieve meaningful developmental outcomes.



“Have the passion while carrying out my duties and to stay focused while performing any task and need to radiate energy. Lesson I learnt here and reminded of about how I should perform my duty well and adopt good ethics. I will try to implement it in my professional work.”



Institutional Reforms and Support

Innovations in management can enhance the quality and effectiveness of an institution. Rather than relying solely on individual efforts, establishing collaborations with different stakeholders and institutions can contribute significantly to the development of agricultural institutions. Visiting and sharing knowledge with foreign universities and organizations can help identify the gaps in our existing system and explore ways to address them. Resource mobilization from multiple sources is a strategic approach to institutional development. Moreover, the availability of adequate staff personnel enables institutions to function more efficiently. Overall, agricultural institutions have immense potential for growth, and appropriate reforms and innovations can be implemented to strengthen their development.

What is the future of Agricultural Universities?
“Networking and partnerships are the needs of the hour for the internationalization of agricultural institutions”



Prof. Dr. Praveen Rao
Former Vice- Chancellor, PJTSAU

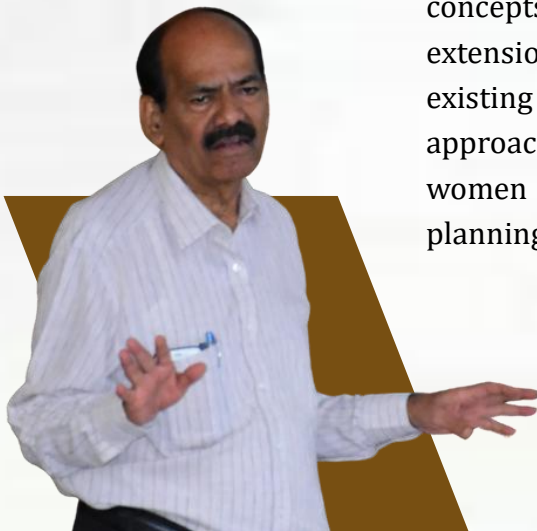


ATMA: Major Milestone in Agricultural Extension



The Agricultural Technology Management Agency (ATMA) is considered a major milestone in the evolution of agricultural extension and serves as a reference model for extension reforms. Following the Green Revolution, the extension system faced several challenges, including the multiplicity of technology transfer systems, the narrow focus of agricultural systems, and weak research–extension linkages.

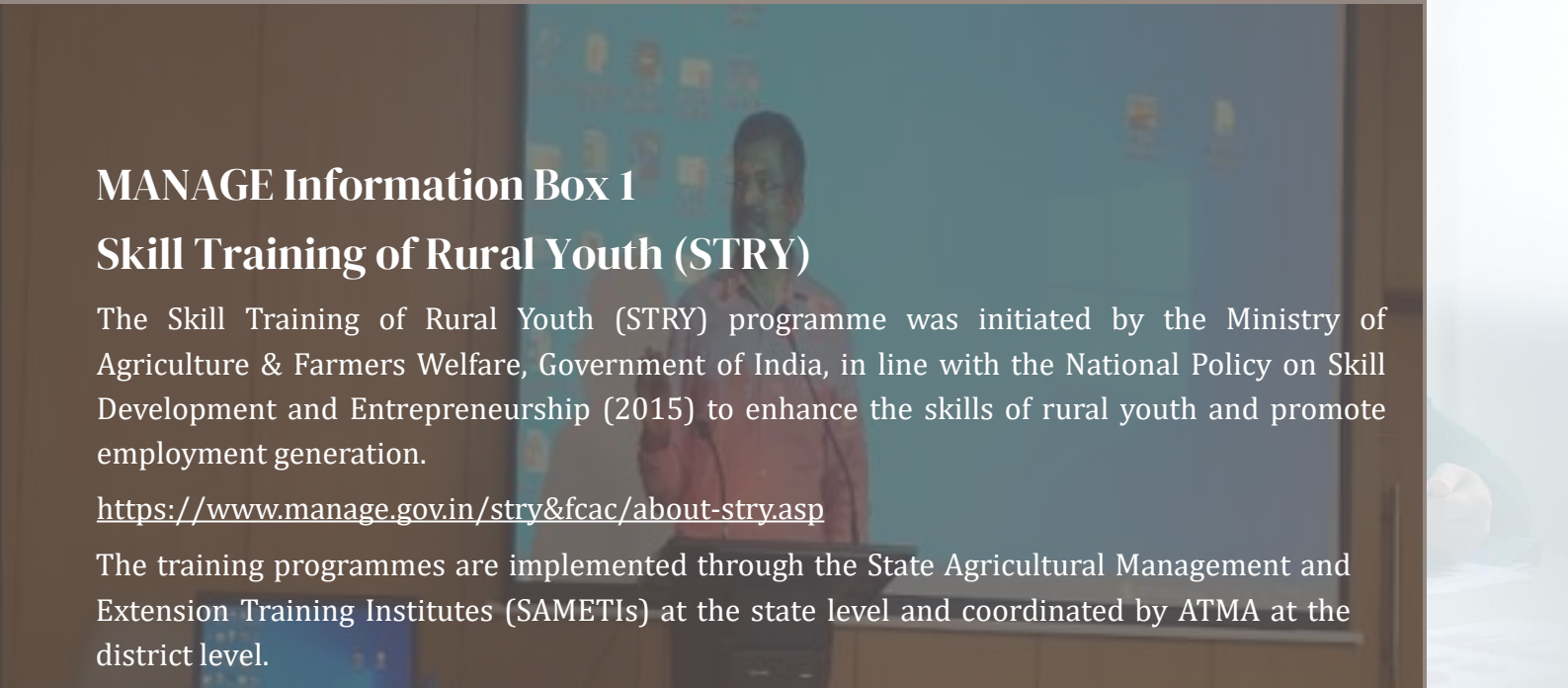
ATMA was designed to address these constraints by serving as an umbrella platform for technology dissemination. It introduced the concepts of convergence, bottom-up planning, and multi-agency extension strategies, including privatization, thereby reforming the existing advisory system. ATMA also promoted group-based approaches, ensured minimum allocation for the participation of women and marginalized communities, and strengthened bottom-up planning in decision-making.



Dr. M N Reddy
Former Director [Agricultural Extension]
MANAGE

“Even after 10+ years of establishment, the system couldn’t utilise all reforms of ATMA. The appointment of BTT was for assuring the service of all the allied sectors to the farmers. But in reality, always go with the agriculture.”

To make technology generation and dissemination systems more farmer-driven and farmer-accountable, ATMA introduced the Strategic Research and Extension Plan (SREP). The SREP preparation process outlines an organization's future direction by identifying the problems and opportunities within different farming systems while incorporating the preferences and needs of the farming community into the planning process



MANAGE Information Box 1

Skill Training of Rural Youth (STRY)

The Skill Training of Rural Youth (STRY) programme was initiated by the Ministry of Agriculture & Farmers Welfare, Government of India, in line with the National Policy on Skill Development and Entrepreneurship (2015) to enhance the skills of rural youth and promote employment generation.

<https://www.manage.gov.in/stry&fcac/about-stry.asp>

The training programmes are implemented through the State Agricultural Management and Extension Training Institutes (SAMETIs) at the state level and coordinated by ATMA at the district level.



MANAGE Information Box 2

Diploma in Agricultural Extension Services for Input Dealers (DAESI)

As a national-level institution for agricultural extension, MANAGE coordinates and implements various schemes and programmes under the Ministry of Agriculture & Farmers Welfare. The training also created awareness about the Government of India initiatives implemented through MANAGE, highlighting the opportunities available for extension professionals to contribute to their implementation.

The Diploma in Agricultural Extension Services for Input Dealers (DAESI) programme aims to enhance the technical competency and skills of agricultural input dealers. Considering the limited number of input dealers in Meghalaya, the State Department of Agriculture, in collaboration with the extension system, can implement the programme to strengthen the capacity of input dealers and improve agricultural extension services in the state.

<https://www.manage.gov.in/daesi/daesi.asp>



MANAGE Information Box 3

Agri Clinics and Agri-Business Centres Scheme (AC&ABC)

The Agri-Clinics and Agri-Business Centres (AC&ABC) Scheme was initiated to promote agriculture-based enterprises and establish an expert advisory system for farmers. The programme integrates agripreneurship into the agricultural extension advisory system.

Agri-Business Centres provide paid advisory and support services to enhance agricultural production and improve farmers' income. In the North-Eastern states, the programme has recorded a success rate of 40.16%, with the establishment of over 1,700 agri ventures.

<https://www.agriclinics.net/>

<https://www.jansamarth.in/agricultural-loan-agri-clinic-and-agri-business-centers-scheme>

Farmer Producer Organisations (FPO): Farmers Mobilisation for Market Access

Farmer Producer Organizations (FPOs) are established to aggregate farmers and promote collective action in agriculture. This group-based approach reduces transaction costs, improves economies of scale, and enables scientific price discovery to secure better returns for farmers. The agribusiness model of FPOs connects farmers to markets while adding value to the agricultural system through activities such as processing, storage and branding. Dr. K.C. Gummagolmath, Director (Monitoring & Evaluation), MANAGE, explained how FPOs enhance market accessibility by strengthening networking, collaboration, capacity building, and access to various Government of India schemes and programmes.



In addition to marketing support, FPOs provide financial services such as facilitating loans for members, ensuring the supply of quality inputs at affordable prices, and offering education and extension services. For the state of Meghalaya, FPOs represented a relatively new extension strategy. The case study presentations on FPOs provided valuable insights and motivated the participants to adopt the group approach in their respective states.



“The systemic hindrance was the reason for the failure of cooperatives. Hence, extension agents can nurture the FPOs on how to manage and maintain customer relationships”

Dr. K.C. Gummagolmath
Director [M&E], MANAGE

Forms of Market Extension Systems: Supply Chain Management and Value Chain Extension

The supply chain comprises the flow of produce, money (value), and information. The value perceived by consumers depends on various attributes, including the time and place of product availability. During the session, the participants highlighted that timely doorstep delivery of products can significantly enhance consumer value and satisfaction. Integration within the supply chain enables rural markets to function as aggregation points, thereby reducing the gap between farmers and consumers. The discussion emphasized that efficient product delivery and customer satisfaction are critical components of an effective supply chain model.



Value Chain Extension emphasizes the linkages among the various actions, actors, and support systems involved in agricultural extension. It extends beyond producers, recognizing that processors, traders, retailers, and other stakeholders all contribute to value addition within the agricultural system. Effective coordination among these actors and the creation of a win-win situation for all stakeholders can increase the farmers' share of the consumer rupee and improve their overall welfare.

“By understanding the marketing challenges, extension personnel can develop a more effective market-driven advisory model”



Dr. Shalendra
Deputy Director [BS], MANAGE

Startups and Extension Advisory Services



Startups address the challenges faced by the farming community by transforming them into innovative solutions. Their interventions span various areas, including information dissemination, financing, processing and storage, irrigation, input services, and marketing. Different stakeholders play distinct roles and responsibilities in nurturing the startup ecosystem. Incubators and accelerators support startups from idea generation to capital mobilization and business growth, providing services ranging from workspace to facilitating financial support.

Among these innovations, Farming as a Service (FaaS) connects farmers with service providers to address market opportunities for mutual benefit. FaaS helps overcome challenges such as limited access to farm mechanization, the lack of timely crop advisory services, and farmers' limited access to markets.



Shri. Dasharat Tambhale
Director, ATMA, Pune

“The real-time commodity-specific value chain extension includes privatized actors and needs a Projected Value-oriented extension model”

The demonstration on MANAGE-CIA incubation activities created awareness among the training participants about the opportunities available for commercializing innovative ideas and promoting agripreneurship.

Role of Incubation Unit?

“Incubators and accelerators support startups throughout their journey, from idea generation and capital mobilization to business development and growth”



Dr. Saravanan Raj
Director [Agricultural Extension], MANAGE



Functional Skills Matter

Functional skills encompass the behavioural and interpersonal competencies that enable individuals to work effectively and harmoniously with others in the workplace. Among these, effective communication is fundamental, as it determines one's ability to interact and collaborate productively. Extension professionals should carefully select appropriate verbal and non-verbal communication methods to facilitate information dissemination and build strong relationships within the farming community. During the session, Dr. G. Jaya, Director (HRD), MANAGE, used a gamification approach to effectively demonstrate the importance of communication.



“The way of presenting the content during the communication process, along with effective feedback, is crucial for successful communication.”

Dr. G. Jaya
Director [HRD], MANAGE



The session also emphasized the importance of self-motivation, which serves as an internal drive that enables professionals to perform effectively and accomplish their responsibilities. At the organizational level, encouraging innovation and calculated risk-taking can enhance the confidence of newly recruited professionals. Since extension personnel work closely with farmers, developing positive working relationships with the farming community further strengthens their confidence and professional effectiveness.

“To be an effective extension agent, it is important to step out of the comfort zone and take risks”



Dr. Mahantesh Shirur
Deputy Director [Agricultural Extension]
MANAGE

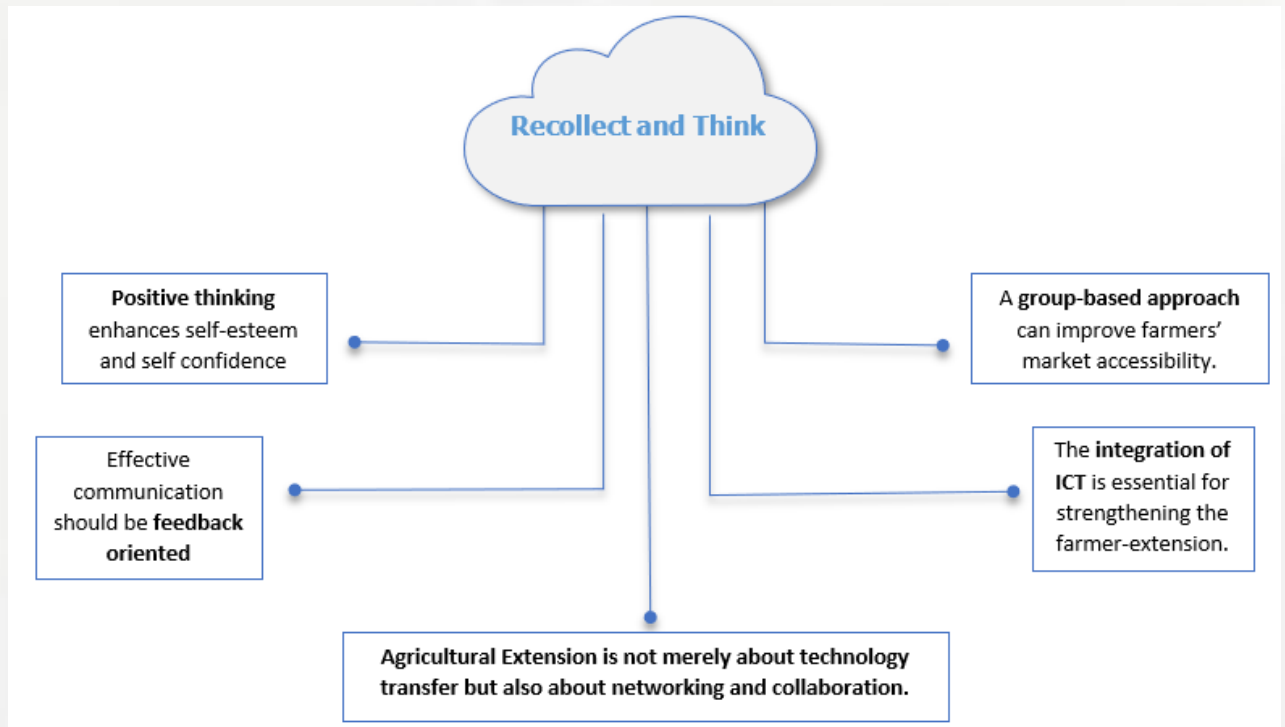
The discussion also highlighted the importance of priority assessment in balancing personal and professional life, with emphasis on Discipline, Duty, Family, and Courage. Furthermore, in professional practice, accurately identifying and defining the problem is more critical than immediately searching for alternative solutions, as a clear understanding of the problem facilitates more effective and efficient problem-solving.



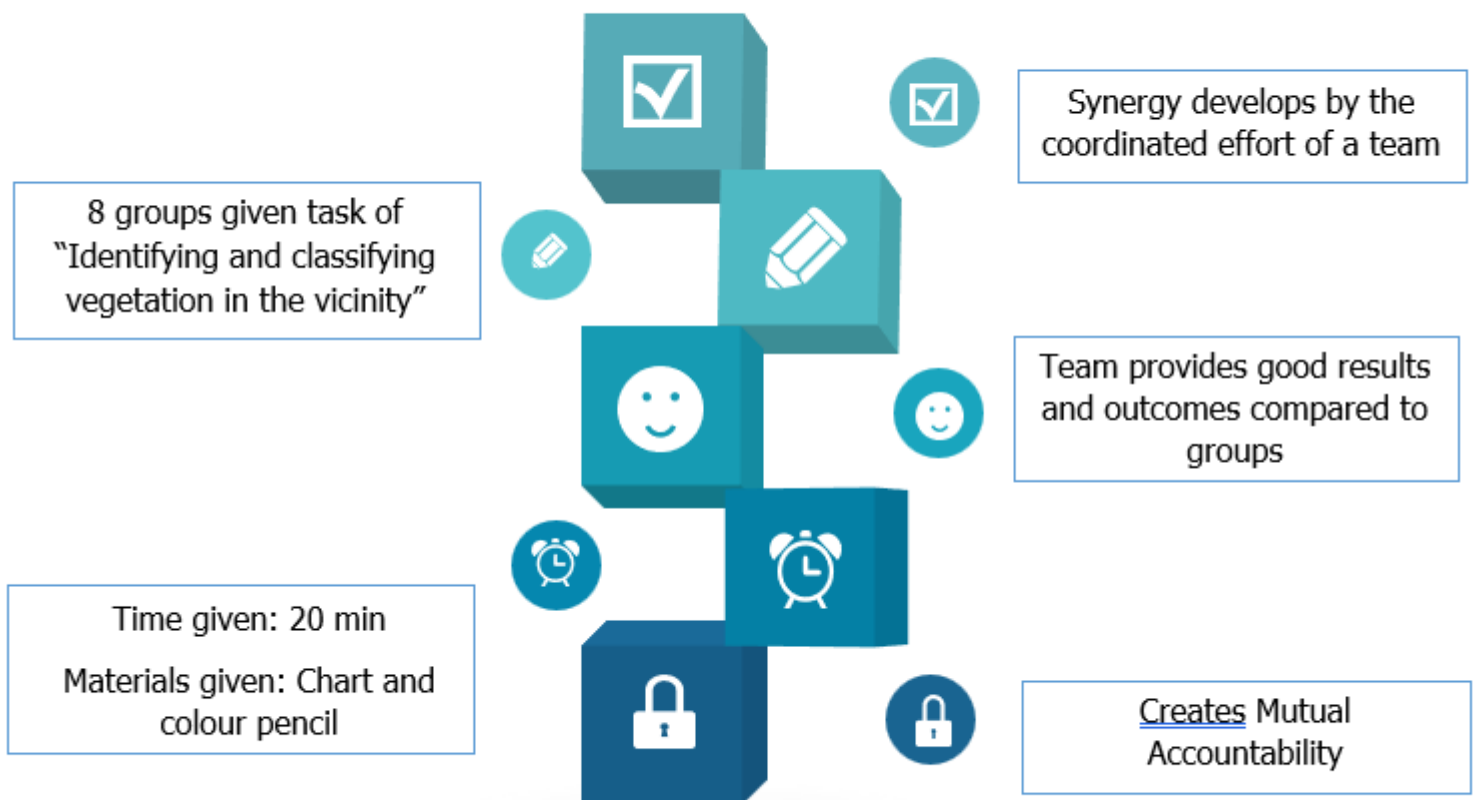
Mr. Mallesh Annamaina
Soft Skill Trainer

“Focus, orientation, and determination in actions and work make an individual a champion.”

Activity box 1



Activity box 2: Team building





Inspiration from the Reality: Exposure Visits

Compared to classroom lectures, direct interaction and seeing things themselves can make more impact to the participants. Hence, the training has conducted two-day exposure visits to different organizations and arranged an interaction with the farmers in their fields.

The visit to the Centre for Sustainable Agriculture organisation helped the professionals to understand the Institutional innovations such as the Community Managed Extension model, Farmer Field Schools (FFS), and Kisan Business Schools (KBS) and how it addresses the agriculture-based livelihoods challenges. The visit to their Sahaja Aharam retail shop and Sahaja Aharam warehouse showcased the reality of success of marketing under farmer organisations. The centre could reach 50000 Farmers of 500 Villages and Organized farmers into 65 producer organizations to market their produce under the brand name 'Sahaja Aharam'.

The visit to the Suraksha Farmer Producer Company Limited, Mulugu District, Telengana showed the possibilities of FPO networking with different markets of the cities and how farmers are getting benefitted.

“ The participants were enthusiastic and curious to know about the scientific farming practices from the fields.”

Mr. K. Ranga Reddy
Red Gold Farms & AgriClinics





Reflections of Hyderabad

Training is not only about Instructor-led classroom sessions and activities but investing in yourself to meet the new places. Meeting new people, experiencing different cultures and lifestyles, and engaging in new activities that are not common in their hometown will generate a new experiential learning platform.



The perceiving social situations improve consciousness and make it easier to support people who are in need

Professional advancement might be the end goal, but experiences and stories makes life memorable







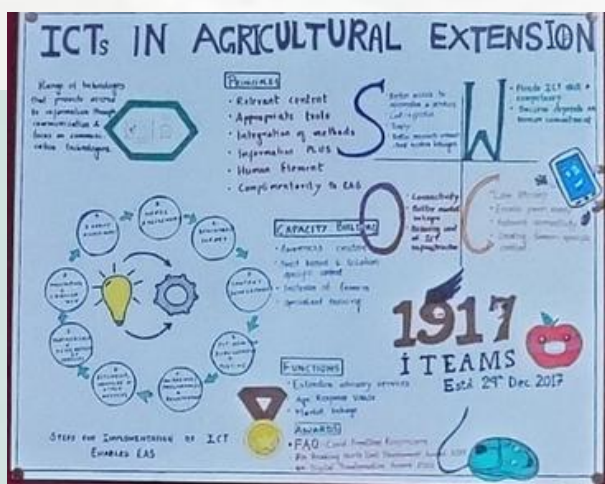
Annexure 1 - Global Good Practices (GGP) –Group Exercise



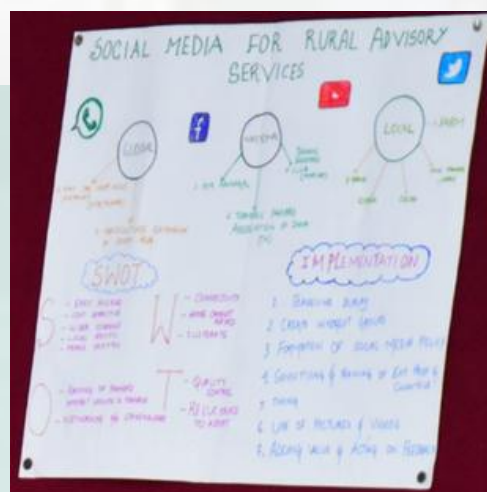
1. Farmers Field School (FFS)



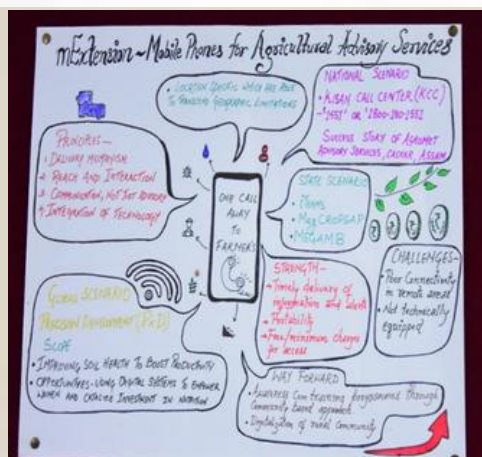
2. Farmer to Farmer Extension



3. ICTs in Agricultural Extension



4. Social Media for Rural Advisory Services



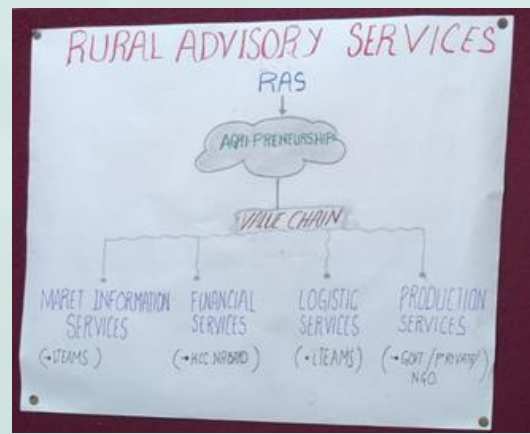
5. m-Extension – Mobile Phones for Agricultural Advisory Services



6. Plant Health Clinic



7. Extension Campaigns



8. Agripreneurship : Rural Advisory Services

Annexure - II

MANAGE Induction Training Participants List

S.No	Name of the Participants
1	Smt. Dombewarisa Sinthang Marak Assistant Director of Agriculture Meghalaya Agriculture Quarter no.3, Opposite to Directorate of Mineral Resources Risa Colony, Shillong, Meghalaya-793003
2	Shri Tyngshain Kharkongor Agriculture Development Officer Sohryngkham, East Khasi Hills, Shillong, Meghalaya- 793015
3	Smt. Chingsime A Sangma Scientific Officer (Research) Duragre, near ISBT Tura P.O. Rongkhon, West Garo Hills Tura, Meghalaya-794002
4	Smt. Flamia Chimachi R Marak Horticulture Development Officer Balsrigittim, Williamnagar, East Garo Hills, Meghalaya-794111
5	Smt. Mayline TSangma Assistant Director Meghalaya Training Office, Tura, Meghalaya
6	Smt. Dambera M Sangma Agriculture Development Officer Mission Compound, Tura-Smt. Dambera M Sangma ADO, Samanda Block Mission Compound, Tura, West Garo Hills, Meghalaya- 794001
7	Smt. Eden Aranchi A Sangma Horticulture Development Officer Lower Wadanang Tura, West Garo Hills, Meghalaya-794002
8	Smt. Dikimbe N Marak Horticulture Development Officer Ka. Road, Lower Chandmary, Tura West Garo Hills, Meghalaya-794002

9	Smt. Soma Pun Assistant Director of Agriculture Meghalaya BATC, Upper Shillong, Tura, Meghalaya
10	Smt. Chameli M Momin Agriculture Development Officer Kharkutta Reserve, North Garo Hills, Meghalaya-783134
11	Smt. Giting Ripamchi R Marak Agriculture Development Officer Purasingga, Betasing, South West Garo Hills, Meghalaya- 794115
12	Smt. Hemani Hajong Horticulture Development Officer Beldarpara, Tura, West Garo Hills, Meghalaya
13	Smt. Amaatchi J Sangma Horticulture Development Officer Hawakhana Nehru Ading , Tura, West Garo Hills, Meghalaya-794001
14	Smt. Hansa Nora K Sangma Horticulture Development Officer 124, Upper Babupara, Tura, West Garo Hills, Meghalaya-794001
15	Smt. Jakrimre Ch Momin Horticulture Development Officer Lower Hawakhana, Tura, West Garo Hills, Meghalaya- 794001
16	Smt. Juhie K Marak Scientific Officer (Soil) Bonepa Atilla, Tura P.O.Lower Chandmary, West Garo Hills, Meghalaya-794002
17	Smt. Sequine R Marak Agriculture Development Officer Dakopgre, Tura, West Garo Hills, Meghalaya
18	Smt. Manisha ChMomin Agriculture Development Officer Araimile, Tura, West Garo Hills, Meghalaya-794001
19	Smt. Ornella K Sangma Agriculture Development Officer Lower Hawakhana Tura, West Garo Hills, Meghalaya-794001

20	Smt. Salchame A Sangma Agriculture Development Officer Raksamgre, West Garo Hills, Meghalaya-794109
21	Smt. Patiasa D Shira Agriculture Development Officer (Marketing) Balsrigittim Williamnagar, East Garo Hills, Meghalaya-794111
22	Shri Apojit Koch Agriculture Development Officer Rtiang village, B.P.O Nongryngkoh, West Jaintia Hills, Meghalaya-793150
23	Shri Adelbert Kharlyngdoh Horticulture Development Officer H No. 34-B, Nongshilliang, Block 2, Nongthymmai, Meghalaya-793014
24	Shri Balance Star Swett Agriculture Development Officer Central Nongrim Hills, Shillong, West garo Hills, Meghalaya-793003
25	Shri Andrean Allwin Lyngdoh Horticulture Development Officer Mawlai Nonglum, Block -D, Shillong, East Khasi Hills, Meghalaya-793008
26	Shri Trustful Phawa Agriculture Development Officer West, East Jaintia Hills District, Meghalaya-793160
27	Shri Aiarson K Sangma Agriculture Development Officer Lower Mission Compound, Tura, West Garo Hills, Meghalaya-794001
28	Shri Moses G Momin Horticulture Development Officer roper Chandmary, Tura, West Garo Hills, Meghalaya-794001,
29	Shri Wadbok Rani Scientific Officer Meghalaya West Khasi Hills District, Nongstoin, West garo hills, Meghalaya- 793119

30	Shri Along Bryan M Sangma Agriculture Development Officer House 93/2, near Nepali school, Madan Laban Shillong, Meghalaya-793004
31	Smt. Jingme A Sangma Horticulture Development Officer Tetengkol, Tura, West Garo Hills, Meghalaya
32	Shri Rudolph Brandonne Nongkhlaw Horticulture Development Officer Meghalaya Mawpat, Shillong East Khasi Hills District, Meghalaya-793012
33	Smt. Sengmitchi D Sangma Agriculture Development Officer Laban P.S complex, Howell Road, Shillong, P.O. East Khasi Hills, Meghalaya-793004
34	Shri Gideon Lewis L Mawnai Horticulture Development Officer Meghalaya Demthring, East khasi hills, West garo hills, Shillong, Meghalaya-793021
35	Smt. Anindita Hajong Agriculture Development Officer Dobasipara, Tura, Meghalaya, West Garo Hills, Meghalaya-794005
36	Smt. Julie G Momin Agriculture Development Officer Meghalaya 37 Sunny Hills, New Tura Sunny Hills P.O. New Tura , P.S.New Tura, West Garo Hills, Meghalaya-794101
37	Smt. Balsara K Sangma Agriculture Development Officer Modynagar, Tura, Meghalaya -794001
38	Smt.Chichiama A Sangma Horticulture Development Officer Upper Chandmary, Tura, West Garo Hills Meghalaya - 794002
39	Smt. Bamerishisha Rymbai Horticulture Development Officer Dkhiah East (Ladsutnga), Khliehriat, East Jaintia Hills, Meghalaya-793200

40	Smt. Baiamon Sutnga Agriculture Development Officer Sutnga, East Jaintia Hills, Meghalaya-793200
41	Smt. Bidanchi Tengsime M Sangma Horticulture Development Officer Upper Konagittim, Baghmara, South Garo Hills, Meghalaya-794102
42	Shri. Heipormi Papang Agriculture Development Officer Rtiang village, B.P.O Nongryngkoh, West Jaintia Hills, Meghalaya-793150
43	Shri Markynti Shangpliang Lyngdoh Agriculture Development Officer Meghalaya Bishnupur, Kenches Trace, Shillong, Meghalaya-793004
44	Shri Nathaniel Leong Nonghuloo Horticulture Development Officer Meghalaya Lumkshaid Block 4, West garo hills, Shillong, Meghalaya-793002
45	Shri Achin Kharmudai Agriculture Development Officer Khliehshnong Malki East Khasi Hills, Shillong, Meghalaya-793001
46	Shri Terminal Wann Horticulture Development Officer Meghalaya Laskein Block, West Jaintia Hills, West garo hills, Meghalaya-793150
47	Shri Deepjyoti Koch Horticulture Development Officer Proper Hawakhana, Tura, West Garo Hills, Meghalaya-794001
48	Shri Ricky Winner Myllemngap Agriculture Development Officer Meghalaya East Khasi Hills District, Shillong, West garo hills, Meghalaya-793015.
49	Dr. Basanda Gabil Momin Agriculture Development Officer Kusimkolgre B, opposite Tura Book Room, Williamnagar East Garo Hills, Meghalaya-794111

50	Shri Hirok K Sangma Agriculture Development Officer Kusimkolgre B, PO Williamnagar, East Garo Hills, Meghalaya-794111
51	Shri Emdor Shylla Agriculture Development Officer Meghalaya Block- 1, Umiam, Tura, Meghalaya-793103
52	Smt. Liona K Sangma Agriculture Development Officer Northern Hawakhana, Tura, West Garo Hills, Meghalaya-794001
53	Shri Phukan ChHajong Agriculture Development Officer Zikzak, South West Garo Hills, Meghalaya-794115
54	Shri Dauni Phrangki Suting Horticulture Development Officer Meghalaya West Jaintia Hills, Meghalaya-793150
55	Shri Maryoki Kyndait Agriculture Development Officer Iongkaluh East Jaintia Hills, Meghalaya-793160
56	Shri Ruhiwanse Lamare Scientific Officer (Research) Nongkynrih, BPO- Mawkyndeng, West Jaintia Hills, Meghalaya-793150
57	Shri Kynphambor Dkhar Sawian Agriculture Development Officer Meghalaya East Khasi Hills District, Tura, Meghalaya-793002
58	Shri Fornestar Lyngkhoi Horticulture Development Officer Langlew, West Khasi Hills, Meghalaya-793119
59	Shri Pynkhrawbor Lyngdoh Horticulture Development Officer Mawlai Nongmali-3, Shillong, Meghalaya, East khasi Hills, Meghalaya-793008
60	Shri Nangsan Shylla Agriculture Development Officer Meghalaya Ialong, Jowai, Meghalaya West garo hills, Meghalaya-793150

61	Shri Handerson Chulet Horticulture Development Officer District Horticulture Office East Khasi Hills, Opposite of St. Edmund's College Shillong, Meghalaya- 793003
62	Shri Deebune Shilla Lamare Agriculture Development Officer Meghalaya West Jaintia hills district, West garo hills, Meghalaya -793150
63	Shri Chisal R Marak Agriculture Development Officer 26, Ringre Gittim, Tura, West Garo Hills, Meghalaya-794002
64	Smt. Deimayami Nongtdu Agriculture Development Officer Ladthadlaboh, Playground area, Jowai, West Jaintia Hills, Meghalaya-793150
65	Smt. Aldrina Sengchi BMarak Assistant Director of Agriculture District Training Office, Tura, West garo hills, Meghalaya
66	Smt. Alecia Sonachi B Marak Agriculture Development Officer Lower Wadanang, Tura West Garo Hills, Meghalaya-794002
67	Smt. Alicia M Pasweth Horticulture Development Officer Khim-u-sniang Jowai, West Jaintia Hills, Meghalaya-793150
68	Smt. Euwanrida Adleen S Lyngdoh Scientific Officer Near FCI, East Khasi Hills, Shillong, West garo hills, Meghalaya - 793008
69	Smt. Amanda Shylla Scientific Officer (Maize) Lyngkhoi villa, Lumshyiap, Golflink, Shillong, Meghalaya-793001
70	Smt. Amenisha Lyngdoh Agriculture Development Officer Banani House, Upper kenches trace, Shillong, Meghalaya-793004
71	Shri Sao Evalwell Dkhar Agriculture Development Officer Mawlai Mawroh, Shillong, West garo hills, Meghalaya-793008

72	Smt. Sanbharisha Dkhar Scientific Officer (Soil) Opposite Spring Field School, Dhankheti Kharmalki Shillong, Meghalaya- 793001
73	Smt. Hadienlarisa Syiemlieh Agriculture Development Officer Village Umthied Bynther, Eastern Mairang, West Khasi Hills, Meghalaya-793120
74	Dr. M. Devika Jana Deputy Project Director Meghalaya Agriculture Farm, Shillong, West garo hills, Meghalaya-793009
75	Smt.S Phibahunjai Syiem Agriculture Development Officer 1st Blessed Home, Madanrting, Block C, Shillong, Meghalaya-793021,
76	Ms. Labuhty Giri Mawlong Horticulture Development Officer Nongrim Circle-2 Mawpat, Meghalaya
77	Shri David Nonglait Horticulture Development Officer Shillong, Meghalaya Tura, Meghalaya-793002
78	Smt. Saphina Mary Kurkalang Agriculture Development Officer Mawri -Myllem P .O . Nonglyer, East Khasi Hills, Meghalaya
79	Smt. Rebekka Syiem Horticulture Development Officer (Marketing) Pohkse, Shillong, Meghalaya-793006
80	Smt. Evaliesa EMarbaniang Agriculture Development Officer C/o Mrs. Ibarilin Marbaniang, Mawlai Phudmuri main road opposite Savio Juniorate- Shillong, Meghalaya-793008
81	Shri Rupaia Siangshai Horticulture Development Officer Meghalaya Khliehshnong, Moodymmai village, West Jaintia Hills, Meghalaya-793150

82	Smt. Rimikini Laloo Scientific Officer (Research) C/O Mr.R.Rynjah, Wahingdoh block-3, near Ri Khasi Channel Building, Shillong, Meghalaya- 793001
83	Smt. Samsakaru Passah Scientific Officer (Research) Upland Road, near PHE water tank, Laitumkhrach, Shillong, Meghalaya- 793003
84	Shri Mongseng N Sangma Agriculture Development Officer Meghalaya Nangaburi Resubelpara, North Garo Hills, Meghalaya-794108,
85	Smt. Divya Mary Pyngrupe Agriculture Development Officer Umpling, Dong Lumsurok, Shillong, Meghalaya-793006



MANAGE

The National Institute of Agricultural Extension Management [MANAGE], Hyderabad, established in 1987 as an autonomous organization under the Ministry of Agriculture and Farmers Welfare, Government of India, is organizing a series of training programmes for agricultural extension professionals across the country. MANAGE serves as a premier institution for strengthening agricultural extension systems through Capacity Building, Management Education, Implementation of Flagship National Programmes, Incubating and Mentoring Agri-Startups, National Young Professionals Development Program [NYPDP], Consultancy Services, Research, Knowledge Management, and Policy Advocacy in Agricultural Extension Management.

<https://www.manage.gov.in/>

MANAGE Induction Training

MANAGE organised comprehensive Induction Training Program for the recruited Meghalaya Agricultural Service (MAS-III) Officers of the Department of Agriculture and Farmers Welfare, Government of Meghalaya. The programme was designed to inculcate strong technical and functional competencies among agricultural extension professionals, while simultaneously nurturing leadership qualities, team spirit, and a commitment to professional excellence. Emphasis was placed on enhancing digital skills, strengthening documentation capabilities, and fostering positive values and behavioural transformation essential for effective extension service delivery. Over the course of the program, participants were exposed to a diverse range of themes including the changing roles of agricultural extension, global good practices and innovation in extension, gender and nutrition sensitive approaches, climate change adaptation, ICT applications in extension, and key soft skills for professional development. Structured institutional visits further enriched the learning experience by providing hands-on exposure to relevant technologies, methodologies, and innovative practices that officers can meaningfully apply in their engagement with farmers across Meghalaya.

<https://www.manage.gov.in/managecaeira/>

MANAGE - Center for Agricultural Extension Innovations, Reforms and Agripreneurship (MANAGE- CAEIRA)
National Institute of Agricultural Extension Management (MANAGE)

Rajendranagar, Hyderabad- 500 030, INDIA

<https://www.manage.gov.in/caeira/caeira.asp>



MANAGE-CAEIRA



MANAGE-CAEIRA



MANAGE-CAEIRA