



# ANNUAL REPORT

1993-94





*General Council Meeting in Progress*



*Executive Council Meeting in Progress*

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**MANAGE**  
**ANNUAL REPORT**

**FOR THE YEAR 1993-94**

**National Institute of Agricultural Extension Management**  
**NIRD Campus, Rajendranagar**  
**Hyderabad-500 030**

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## Chapter - I

### Introduction

Early experience with the T&V system in India's National Agricultural Extension Projects (NAEP) indicated that, in addition to technology, there was a need for management inputs to ensure that the extension system proved effective. The National Institute of Agricultural Extension Management (MANAGE), was accordingly set up to meet the challenge of agricultural extension of the future. As a management Institute MANAGE has a mission to assist the States and Govt. of India in improving capacity to effectively manage the agricultural extension system. It believes in developing a management approach and problem solving attitudes among the extension functionaries. Established in 1985, as a Centre under National Institute of Rural Development (NIRD) it was soon realised that to meet the continuing need for training in the area of extension management, MANAGE should be a separate and independent institution. The Ministry of Finance concurred. Accordingly MANAGE was registered as a Society under the Public Societies Registration Act in June 1987. A memorandum of Association and a set of Rules and Regulations were drawn up and filed with the Registrar of Societies (Hyderabad). Under the Memorandum of Association the Director General of NIRD would act as the ex-officio Director General of MANAGE as long as it continued to be located in NIRD.

A project was then proposed for seeking financial assistance from the World Bank for providing the necessary infrastructure for the new institution. The World Bank appraised the Project and cleared with a financial outlay of Rs.747.10 lakhs under NAEP-III,

and the Govt. of India cleared MANAGE Project with a total outlay of Rs.1004.00 lakhs. The World Bank component is intended for civil work for developing MANAGE Campus, cost of core faculty staff, equipments and vehicles. The Govt. of India have also committed to continue the project even after the close of NAEP-III.

After registration, steps were taken to move MANAGE in the direction of becoming a separate institution. A 15 hectare tract of land was obtained from Andhra Pradesh Agricultural University on a 99 year lease. The land adjoins the National Academy of Agricultural Research Management (NAARM), NIRD and the State Agricultural University.

#### **Mandate**

Mandate for MANAGE as per Memorandum of Association is :

- i) To develop systematic linkages between state, regional, national and inter-national institutions of outstanding accomplishments in the field of Agricultural Extension Management;
- ii) To gain overall insight into Agricultural Extension Management Systems and policies together with operational problems and constraints at each step and stage;
- iii) To forge linkages with national and inter-national institutions under suggested programme of institutional collaboration and employment of consultants;

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- iv) To identify, appreciate and develop modern management tools, techniques in problem solving approaches and utilising the mechanism of personnel management, resource management, input management and finally conflict management at the organisational level;
  - v) To develop skills in organising need based field programmes for training and re-training of senior and middle level functionaries for executing extension programmes;
  - vi) To conduct programme-oriented researches in the area of Agricultural Extension Management as a sequel to provide feedback to training programmes. Such kind and types of researches will generally be undertaken on the recommendations and issues emanating from training and vis-a-vis;
  - vii) To serve as a repository of ideas and develop information, regional, national and international, communication and documentation services, etc., in regard to the subject of agricultural extension management.

### **Administrative Setup**

#### **A) General Superintendence**

MANAGE has a General Council headed by the Minister of Agriculture as its President and the Minister of State for Agriculture and Secretary (Agriculture & Cooperation) as Vice Presidents. The General Council consists of 47 members which besides the President and Vice Presidents, consists of 4 persons from non-official Institutions working in Agricultural development and allied fields, 9 eminent persons who have made noteworthy contributions in the field of Agricultural development and allied subjects; Director Gen-

eral, ICAR, Additional Secretary & Joint Secretary incharge of Extension, Financial Advisor of the Ministry of Agriculture and Secretary, Ministry of Rural Development, Govt. of India. It also includes Director General, NIRD, Agricultural Commissioners of Govt. of India, Secretaries in the Ministry of Education, Personnel and Training and of the Planning Commission, their nominees, 5 Secretaries of the State Govt. / Union Territories and 7 members of Parliament and State Assemblies, 4 Directors of Agriculture of the States, 2 Vice Chancellors of State Agricultural Universities and one of General University besides Director General / Director (MANAGE) as members. The General Council lays down broad policy guidelines, approves budgets and annual accounts and gives approval to bye-laws.

The Institute also has an Executive Council with the Secretary (Agriculture & Cooperation) as Chairman and 12 other members consisting of Additional Secretary (Extension), Joint Secretary (Extension), Joint Secretary (Financial Advisor) Director General / Director (MANAGE), five eminent persons who have made noteworthy contributions in the field of agriculture development and allied subjects and two members to be nominated from among the members of the General Council of MANAGE. The Executive Council is responsible for Management and Administration of the Institute in accordance with the Rules and Bye-laws of the Association. There are two additional standing committees namely the Appointment Committee and the Academic Committee. The Director General, MANAGE is Chairman of both Standing Committees.

The list of the members of the General and Executive Councils of MANAGE as on 31-03-1994 may be seen in Annexure-I.

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**B) Faculty**

Under the original MANAGE Project 2 posts of Directors and 3 posts of the Deputy Directors were sanctioned. The same were filled up, and the Deputy Directors are in position. Under the World Bank Project, 11 faculty positions were sanctioned with a breakup of 4 Directors and 7 Deputy Directors. These posts have also been approved by the Executive Council of MANAGE and sanction of the Govt. of India are awaited. In addition 7 posts of Assistant Directors and 9 posts of Research Associates are also sanctioned.

**C) Technical/Administrative Support**

In addition to faculty, 105 posts of technical and administrative support staff are sanctioned. These in-

clude one post of the Director (Administration), Accounts Officer, Programme Officer, supported by the subordinate staff.

**D) Engineering Support**

For MANAGE Project one post of Superintending Engineer, four posts of Asst. Engineers / Junior Engineers (Civil) and 2 posts of Asst. Engineers / Junior Engineers (Elec.) are sanctioned. It is proposed to continue the posts till June 1995 when the Construction Project is likely to be completed. The maintenance engineering staff of one Asst. Engineer (Civil) and one Junior Engineer (Elec.) will be continued after the completion of the project.

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**MANAGE Activities**

In order to fulfil the mandate, MANAGE has developed a two pronged strategy. First, it helps state governments and research institutes to build capacity to be more effective managers of agricultural extension and research. Secondly it conducts studies to analyse

issues in agricultural extension and through its recommendations assist central and state governments in developing new policy initiatives. These are discussed in detail in the following chapters.



## Chapter - II Training

The Institute is serving as a resource centre for training State level scientists and other departmental personnel in improved management skills and techniques. The Institute has developed as an outreach institution supporting change on the ground by responding to specific management needs of local project personnel. By adopting this approach MANAGE has

developed an important multiplier effect in a relatively short time of its existence. MANAGE had supported the State facilitators by developing their skills, and management tools and by providing the back up support for training programmes design, training methodology and training evaluation.

The Programmes conducted during the year 1993-94 may be categorised as

Sl.No.	Name of the Programme	No. of Programmes	No. of Participants
1.	Management Development Programme under various state Projects viz., A.P. U.P., T.N., Maharashtra, Assam, Punjab, Haryana, Rajasthan, Himachal Pradesh and Andaman & Nicobar Islands.	46	978
2.	Trainers Training, Facilitators development programmes, at MANAGE and orientation and planning workshops	04	68
3.	Programmes on Policy framework & implementation issues and national programme on training & development for policy makers	2	37
4.	Management Development Programme on National Watershed Development Project in Rainfed Areas	1	25
5.	Programmes on Farming Situation Based Extension	7	139
6.	Programmes on Participatory Rural Appraisal	1	29
7.	Programme on Extension Technology & Communication	1	22
8.	Computer programme on Agricultural Extension	3	73
9.	Management Development Programme on Integrated Project for Rice Development	6	179
10.	International Training Programmes/ Study visits	9	91
	Total	80	1641

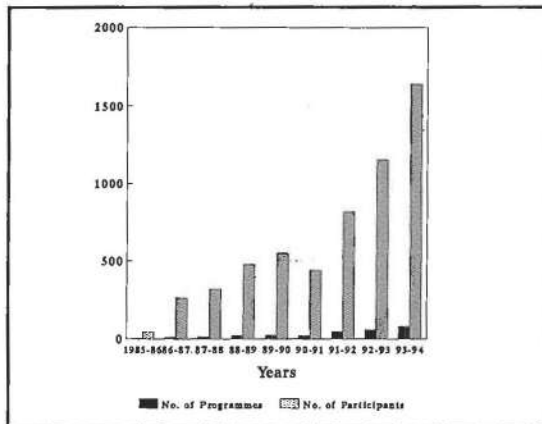


A statement showing the details of the programmes conducted during the year may be seen in Annexure II (A,B,C).

MANAGE has been showing steady progress in conducting various programmes over the year. There were 3 programmes with 46 participants in the year of starting 1985-86, 23 programmes with 549 participants in 1989-90, 59 programmes with 1154 participants last year and now it is 80 programmes with 1641 participants. The participants are drawn from the State Governments, Govt. of India, National Institutes, Agricultural Universities, ICAR Institutions, banks, Corporations, International Organizations, NGOs etc.

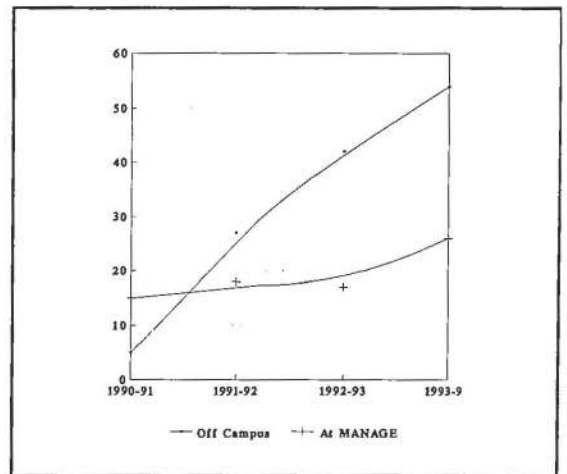
A statement showing the details regarding number of programmes conducted, with details of participants who attended may be seen in Annexure- II(D).

The following graph shows the achievements over the years.



As a matter of policy, MANAGE conducted the programmes at various places all over the country, instead of MANAGE headquarters. Out of the 80 programmes conducted during the year, 26 were conducted at MANAGE headquarters, whereas the remaining 54 programmes were conducted in various

places in the country right from Shimla to Madurai, and Jorhat to Ahmedabad. The following graph indicates the position:



Broad details of the programmes are discussed hereunder.

### 1. Management development Programmes under various State Projects.

In the second phase of the Agricultural Extension Management Development Programme (AEMTP) which was being implemented in collaboration with the Coverdale Consultants of U.K., under ODA sponsored funding, the emphasis was shifted to various Agricultural Development Projects in the participating states. Each state identified a priority project of their choice and location where the programmes have to be conducted and number of persons to be trained during the year 1993-94. Governments of Andhra Pradesh, Uttar Pradesh, Tamil Nadu, Maharashtra, Assam and Punjab have participated in the Programmes. When the projects were presented to MANAGE by any state, it has been the practice to conduct Project Diagnosis and planning workshops to develop a common understanding as to what actually the problem was and what was

expected to be achieved. Eight such state level workshops were conducted, wherein the participants were policy makers, heads of the line departments, institutions and organizations involved in the implementation

of the projects. Based on the deliberations and decisions, action plans were drawn up and the management development training programmes were taken up by MANAGE.

The projects selected by them, number of programmes conducted and participants who attended are as under:

Sl.No.	State	Nature of Project	No. of Programmes	No. of Participants
1.	Andhra Pradesh	MDP for improving the efficiency of implementation of Watershed Development in Mahaboobnagar and Anantapur Dist., & Castor Cultivation in Nalgonda district	8	186
2.	Tamil Nadu	MDP for improving the efficiency of implementation of watershed Development in Trichy, Anna & Dhindigal districts	10	182
3.	Uttar Pradesh	MDP for improving the efficiency of Extension System in Allahabad division	8	162
4.	Maharashtra	MDP for improving the efficiency of Extension System under Training and Visit Extension in Aurangabad Division	6	130
5.	Assam	To accelerate the co-ordinated efforts of various agencies for reducing Hispa damage in paddy crop in Jorhat District	5	92
6.	Punjab	Improving the performance efficiency of Cooperative Sugar mills in Ludhiana District	3	88
7.	Rajasthan	Agricultural Development Project in Bhilwara Dist.	2	52
8.	Himachal Pradesh	Floriculture & Off-Season Vegetable Project - Diagnosis & Planning Workshop	2	28
9.	Haryana	IWDP (hills) Khandi area Diagnosis & Planning Workshop	1	32
10.	Andaman & Nicobar	Reorganisation of Agril.Dept. and development strategy-Diagnosis & Planning Workshop	1	26
Total			46	978

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The training modules were developed based on the need and the management requirements for better understanding the concept and implementation of the given project. Methodology of experiential learning was used, where the group of participants developed their management skills relevant to their job requirements under the project. The strategy under these programmes is to train various levels of participants working on the project and also to train trainers to carry on further training to the field level functionaries. Mid-term review workshops were also held to review the performance and impact of the training on the overall development of the project.

## **2. Trainers Training - Facilitators Development Programmes at MANAGE and Orientation and Planning Workshop**

Training is not a one time effort. It has to be continuous and up dated from time to time to be effective, and to keep pace with the latest developments. MANAGE has groomed and developed 28 facilitators under AEMTP, who are spread all over the country. They are drawn from various State Governments, National Institutions, Agricultural Universities etc., and trained in India and U.K., on management development practices. Out of the 28, 12 are core facilitators who have had additional exposure as consultants. In addition MANAGE has selected another 16 persons as facilitators, and they are undergoing training under the regular facilitators. The services of these facilitators, by an understanding with their employers, are being utilized in conducting various programmes.

MANAGE conducted three facilitator Development Programmes in a year, not only to train them, but also to have interaction for experience sharing and developing the programme content and modules based

on the feed back. This helped the Institute to up date the level of knowledge, and thinking alike by all the facilitators. In addition one workshop for State level Secretaries & Directors of Agriculture etc., under AEMTP Phase II was also conducted.

## **3. Programmes on Policy Frame Work**

Several Secretaries/Directors of Agriculture, Directors of Extension & Research in State Agricultural Universities and other senior officers, who had seen the utility of MANAGE training through experiential learning method, expressed keenness for an opportunity of being exposed to it personally. A training module for the State Government Policy Makers and senior University Scientists and administrators was developed with focus on the following issues:

1. Impact of National Agricultural Policy on State Agricultural Development Programmes.
2. Technical options for agricultural development strategies.
3. Designing Agricultural Development Project/ Programme.
4. Application of Systematic Approach to galvanise existing Institutional infrastructure.
5. Farmer Participatory Research & Extension linkage modules.

Senior personnel including Secretaries of Agriculture, Commissioner of Agriculture and Directors of Research & Extension of the State Agricultural Universities, in all 13, attended the programme. Not only the objective of sensitizing and orienting the thinking of the policy makers on developmental issues on systematic lines was achieved but it also had a spinning effect as some of the State Governments came forward to take up various training programmes in their states.

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MANAGE also conducted a national workshop for State Secretaries and Directors of Agriculture and Directors from State Agricultural Universities in the month of April, 1993 to formulate its priorities and policy of training programmes for the year 1993-94.

#### **4. Management Development Programme on National Watershed Development Project in Rainfed Areas**

NWDPRA is one of the main thrust programmes of the Ministry of Agriculture for improving the conditions in the rainfed areas of the country through conservation of soil and rain water and use of appropriate farm practices. Since NWDPRA is an integrated approach, its successful implementation and sustainability depends upon participation of the beneficiaries and coordination among all the line departments and research institutions. To achieve this, it is essential for the functionaries working in NWDPRA to upgrade their managerial skills, so that they can implement the Watershed Development programme effectively. Keeping this in mind this programme was designed. During the year one such programme with 25 participants was conducted.

#### **5. Programmes on Farming Situation Based Extension**

Before inception of the National Agricultural Research Project (NARP) in India the generation of the crop production technologies was too general. Subsequently, each state has been divided into a number of agro-climatic zones which provides the scope for developing location specific technologies. However, it is now being realized that even within a given NARP zone each crop is grown under several farming situations. The difference in these situations is not due to micro level variability in rainfall, soil type etc., but

mostly due to agronomic factors related to the crop namely sowing time, previous crop, source of irrigation and location specific pest and disease problems. At present there is only one generalized technology package for each of these crops in an Agro-ecological zone. MANAGE has developed training programmes aimed at upgrading the skills of the participants for farming situation analysis and for the development of technological packages for these different situations for a specific crop in an Agro-ecological zone by amalgamation of the farmers' wisdom, extension officials' experiences and scientists' knowledge.

During the year 1993-94, MANAGE conducted 7 programmes with 139 participants in various agro-climatic zones.

#### **6. Programme on Participatory Rural Appraisal**

Developmental projects would be sustainable only when farmers actively participate in the planning and development process. Participation aims at bringing about an increasingly critical attitude on the part of the involved persons towards their environment and the intention to change it. Participatory Rural Appraisal (PRA) is a methodology that enhances the development agent's understanding of the rural reality in planning and development of projects, and a greater degree of ownership and responsibility by the farmers for achieving better results and social acceptance of the programme. MANAGE developed a one week programme module:

- To sensitize the extension officials and scientists to PRA as a technique for better implementation of the projects.
- To impart skills and provide hands on experience to the participants on the application of PRA tools and techniques in a field situation.



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During the year 1993-94 one such programme was conducted. In all there were 29 participants.

#### **7. Programme on Extension Technology & Communication**

One specialized programme on Extension Technology and Communication methods was conducted during the year, with 22 participants drawn from various parts of the country. Under this programme also, inductive and experiential learning methodology was adopted for developing extension material using different techniques of interpersonal, group and mass communication for specific needs of the farmers identified through field visits. Interaction with farmers were also arranged to check the efficacy of the materials developed during the course of the training.

#### **8. Programmes on Computer Applications in Agricultural Extension**

The success of Agricultural Development Programmes depends upon how effectively they are planned and implemented. In this process, a lot of statistics are being collected, processed, analysed and interpreted. Some knowledge of the appropriate statistical techniques and methods applied at these stages will enable the Project Managers to discharge their duties more effectively. One course was organized to equip the participating officials with the knowledge of selected computer based statistical techniques. Some knowledge about the capabilities of the SPSS Package to be used on personal computers was imparted.

In addition one programme on "Use of Expert System in Symptomatic Diagnosis of Rice Pests and Diseases" was conducted in February, 1994. The participants were senior and middle level extension officials from Departments of Agriculture/Agricultural Universities, working as SMS (PP) and University

Scientists working in rice growing areas. 16 participants attended this programme at MANAGE, Hyderabad.

A third programme was organised at Lucknow. The U.P. State Department of Agriculture approached MANAGE to help them in developing and training their personnel in computer application of data collection and management skills in agricultural extension. MANAGE sent a team of trainers to mount a course for the benefit of the functionaries of the Department at Lucknow. In all 32 participants from the State Government attended the programme.

In all three programmes on Computer Application in data management of Agricultural Extension System and Expert System on Symptomatic Diagnosis of Rice Diseases with 73 participants were conducted during the year.

#### **9. Programme on IPRD**

In the National Workshop on Rice Productivity held at IARI, New Delhi, on 28th December, 1993, under the Chairmanship of Secretary to Government of India, Ministry of Agriculture, one of the major conclusions of the workshop was that a new development strategy should be put into practice for the implementation of the Integrated Programme for Rice Development (IPRD) in low productivity areas in the country.

Government of India desired that MANAGE should conduct three regional workshops - one in Eastern India at Bhubaneswar, one for Southern India at Hyderabad and one for North-Eastern India at Guwahati. The purpose of these workshops was to sensitise policy-makers, senior scientists and departmental officials dealing with rice from the state governments and state agricultural universities to the new development strategy for rice, design and develop suit-

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able framework for identifying various agro-ecological systems and formulate implementation plans for location-specific research and extension strategies and inputs management. These three regional workshops were to be followed up by state level workshops in each of the concerned states and subsequently with zonal and district level workshops for dissemination of the strategy and implementation plans at the field level. The time schedule was very crucial so that the plan can be put into full operation before Kharif, 1994.

Accordingly, MANAGE conducted three regional workshops as follows:

1. At Hyderabad on 27th, 28th and 29th January, 1994 for the states of Andhra Pradesh, Tamil Nadu, Kerala and Karnataka.
2. At Guwahati 3rd, 4th and 5th of February, 1994 for all the North-Eastern States.
3. At Bhubaneswar on 7th, 8th and 9th February, 1994 for the states of Madhya Pradesh, Uttar Pradesh, Bihar, West Bengal and Orissa.

There was a very good response for these programmes. The workshops started with technical sessions on the first day, wherein various Rice farming situations and constraints were identified, and strategies were developed, to apply the systematic approach to tackle the technological and management problems. This was followed by formulation of action plans to increase rice productivity and relate these to the IPRD programme guidelines. In keeping with the mandate, recommendations were also made to amend some of the guidelines under IPRD to tackle the constraints. In all 103 persons attended the three programmes.

Further, at the instance of Government of Andhra Pradesh, MANAGE conducted two more programmes,

one at Hyderabad, and another at Anakapally in Visakhapatnam Dist., for different agro-climatic zones. Similarly one programme was conducted at Patna at the instance of Government of Bihar. In these 3 state level programmes 76 persons have participated.

## **10. International Training Programmes/Study**

### **Visits**

Government of India have declared MANAGE as the nodal Institute at national level for training in Agricultural Extension Management. Since last 4-5 years the Institute has been getting participants from various developing countries. During the year 1993-94, 9 programmes, with 91 participants were conducted from nine countries. Some countries have deputed more than one batch and a few programmes have been sponsored by the World Bank/UNDP etc.

The details of the same are discussed hereunder:

### **Tanzania**

The Government of Tanzania have deputed 3 batches of extension functionaries of various levels, for training and study visit to India. These programmes were 2-3 weeks duration. During the period, they were exposed to the Agricultural research and extension system and visited various villages, districts, state and national level institutions of their interest all over the country.

### **Ethiopia**

The Govt. of Ethiopia have deputed 15 officers in 2 batches. The first batch consisted of middle level officers, whereas the 2nd batch had senior officers involved in Agricultural research and extension in the Country. They studied the T & V system in Agricultural Extension in various parts of the country and the linkage between Agricultural research and extension.

### Uganda

One programme for very senior officers of the Department of Agriculture, Animal Husbandry and Fisheries was conducted in which there were 16 participants. At the instance of the sponsoring Government, a one week management development module on Coverdale Methodology of inductive experiential learning was introduced for the first time for these participants, which was received with a lot of enthusiasm. The participants were also divided into groups according to their area of interest and exposed to these activities right from village to national level.

### UNDP

One programme on Sorghum & Millet Development for the participants from Egypt, Syria, Yemen and Sudan was conducted which was sponsored by UNDP. This programme was conducted in collaboration with the National Research Centre on Sorghum, an ICAR organization, in Hyderabad. They were also taken to Maharashtra and other major sorghum producing parts of the Country, and exposed to the technological, extension and management aspects of the Sorghum crop. There were in all 13 participants besides the UNDP liaison officer based at Khartoum in Sudan.

### World Bank

World Bank sponsored a programme on Monitoring & Evaluation of Training and Visit System of Agricultural Extension and research. There were 8 participants from Sudan, Malawi, Uganda & Tanzania. The participants learnt about the Monitoring & Evaluation of the T & V at various levels and in different parts of the country.

### Nigeria

The Government of Nigeria have deputed 3 senior officers on a training-cum-study visit on Agricul-

tural Extension in the Country. They were exposed to the various activities of Agricultural Extension and Research in the Country.

To sum up the following programmes were conducted:

Sl. No.	Name of the Programme	Country	No. of Prog-rammes	No. of Parti-cipants
1.	Training and Study visit on Agricultural Extension	Tanzania	3	36
2.	Training & Study visit on T & V system for senior & middle level extension functionaries	Ethiopia	2	15
3.	Training & Study visit On Agricultural Extension for senior officers	Uganda	1	16
4.	International programme on Sorghum & millets Improvement sponsored by UNDP	Egypt Syria Yemen Sudan	1	13
5.	M & E of T & V System on Agricultural Extension for 4 African Countries	Sudan Uganda Tanzania Malawi	1	8
6.	Training-cum-Study visit of senior Agricultural Extension functionaries	Nigeria	1	3
Total			9	91

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## Chapter - III

### Research / Consultancy Studies

In keeping with its mandate, MANAGE conducted several research/consultancy studies on various aspects of the functioning of the agricultural extension system. MANAGE conducts these studies either with its own faculty or by appointing short-term consultants/experts. In some cases, MANAGE commissions outside institutions with necessary expertise to undertake these studies.

There were 10 such studies ongoing at the beginning of the year. Two very important studies were completed and two more have been completed by ETOT Centre of NIRD but the reports were not received till the end of the year under report. There were 2 studies pending with APAU and one with Farm Rural Science Foundation. The remaining 3 are in house studies by MANAGE to collect certain data for the purpose of documentation and analysis. A list of these 10 studies is given at Annexure - III.

The two important studies completed during the year are

1. Farmers' Participation in Agricultural Research and Extension System - A Study to recommend Farmers' Participatory models;
2. Training for Agricultural Development - a study on the working of the training infrastructure in Agricultural Sector all over the country and to suggest measures for its improvement.

A few highlights of these studies are given here-under

#### **Farmers' Participation in Agricultural Research and Extension**

This study was conducted at the instance of Govt. of India. The study's first objective was to develop one

or a number of options on how stronger farmers participation can be introduced into extension and research management and how the research scientists and extension workers can be made more accountable to the client community. The second objective was to recommend how and where the proposed options for introducing farmers' participation can best be tested, on what scale and how they may be rigorously and if possible empirically evaluated. It was also indicated that the consultants should also discuss and agree with Govt. of India an implementation programme for testing the agreed and more promising options.

MANAGE appointed a team of four consultants with a mix of eminent agricultural scientists, administrators and management experts. They were:

1. Dr. D.K.Sharma ... Retd. Vice Chancellor of  
Jabalpur Agril.  
University, M.P.
2. Shri K.C. Rajan, IAS ... Director (Agri.)  
Rajasthan
3. Dr. Chanranjit Singh ... Former Director of  
Agriculture, H.P.
4. Dr. K.C. John ... Programme consultant  
Sustainable Agricultural  
Programmes-  
Ford Foundation,  
New Delhi.



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Director MANAGE coordinated the study.

It started in January 1993 and followed a methodology of visits to successful experiments in the country, literature review, field survey and workshops over a period of three months. Some of the important recommendations are:

1. The information processing abilities and technical skills required for coping with sustainability issues by farmers are complex and need a qualitatively improved research and extension effort.
2. Indigenous knowledge systems, farmers' coping strategies need to be integrated with formal R & D by approaches which have systems perspective and participatory orientation.
3. All future efforts of integrating research and extension for agricultural technology development should originate at the ZRS. However, the ZRS researchers need methodological reorientation, adequate untied funds and mobility to initiate farmer-relevant technology development research.
4. The public sector cannot be expected to attend to the technological and extension needs of all farmers and farmer categories. There will be an increased participation of the private sector in extension related activities. NGOs, on the other hand, either in tandem with government services or by themselves are increasingly providing extension services in the difficult rainfed regions. The public sector should evolve new roles in policy development, coordination and regulation of extension services.
5. The public sector extension should embrace, besides technology transfer, other roles like human resources development, broad basing and farming systems perspective and gender - differentiated strategies.
6. Client participation in programme formulation in a sustainable manner can be achieved through farmer groups rather than through individuals.
7. Farmers organizations can be important in creating demand on research and extension system and be a vehicle for developing technical and managerial skills of members. However, extension and research workers will require flexibility and new skills if they are to work successfully with a wide array of special groups.
8. Farm extension volunteers selected by, partly compensated by, and accountable to local farmers organisations can increase the relevance and reduce the burden on public budget, while increasing local self-reliance.
9. Farmer participation in agricultural technology development and dissemination should begin from diagnosis to planning and designing technological solutions, to implementation, to evaluation and feedback into dissemination. However, participation process should also empower the local groups to exert demand-pull on research and extension system.
10. The success of decentralised extension programme planning hinges on adequate technical and financial support to the VEW. Appropriate performance-linked incentives and reward system should be instituted to reinforce extensionists farmer-participatory behaviour.
11. Farmers organizations should be involved in monitoring and evaluation of the extension

- 
- programmes. Monitoring of impacts should use indicators like “activities initiated in response to local level needs”, “resource mobilization for problem solving”, “impact per person”, “impact per unit area” or “effectiveness in solving some of the prioritised problems”. Horizontal diffusion, farmers adaptation behaviour should be concurrently evaluated for mid-course corrections.
12. Each DOA should earmark 5% of its annual plan budget for flexible funding of innovative ideas that emerge from the field level. All central and state sponsored special programmes should set aside 10% of their current outlays for supporting farmer participatory approaches.
  13. In order to create an enabling environment for state departments, NGOs and Agricultural Research Institutions to reorient themselves to farmers’ problems and become client-accountable, it is recommended that the Government of India should launch a National Programme on Farmer Participatory Extension and Research.
  14. The state research agricultural resources should be allocated exclusively for farmer participatory research and adaptive research at the SAUs’ Zonal Research Stations. The State should fund research on contractual basis.
  15. A Joint Extension-Research Management Board should be constituted to oversee, monitor, mobilise and allocate resource for research and extension at the zonal level.
  16. A clearing house mechanism at the national level for preparation of reader-friendly documents on innovative extension strategies, approaches and methods and extension management for extension staff at different levels should be set up.
  17. Experimentation on cost reducing extension strategies should be designed and implemented through the farmers organizations. Farm extension volunteer concept should be implemented.
  18. Continuation of reform processes to make the public extension and research systems farmer participatory and client-accountable should receive strong policy support.
  19. In irrigated situation, researchers should design a farmer monitoring of sustainability issues and thereafter launch anticipatory research on sustainable agriculture.
  20. In rainfed situations, researchers should blend information research on indigenous knowledge systems with formal research.
  21. In commercial agriculture regions, sector should be encouraged to assume important new research and extension activities.
- The report has finally given outline for pilot projects for small scale field testing or the preferred options for irrigated and rainfed situations in a few selected blocks. It suggested that these field projects would have to be carefully monitored for effecting midcourse corrections as and when necessary.
- The Government of India organised a national workshop in July 1993 to consider the report and approved the same. Action is being taken at Govt. of India level for implementation of the recommendations.
- Training for Agricultural development - A study on the working of the training institutes for Agricultural extension in the country**
- This study was conducted by MANAGE at the instance of the Govt. of India.
- The terms of references were:
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To study the Training needs of the clientele, their training institutions in historical perspective.

To study the course content and the curricula in the past and the changes brought in and the rationale behind.

To study the role of Extension Education Institutes, their past and present focus, their relevance at regional level vis-a-vis development of extension training infrastructure in the States.

To study the role of Advanced Technology Training Centres in generation of Agricultural technology and its transfer, its relevance, adequacy and inadequacy to meet the needs of zonal agroclimatic situations.

To study the role of MANAGE to help State Govts. (a) to build capability of senior and middle level agricultural extension managers to be more effective in their role, (b) to study and analyse issues in agricultural extension to assist sector policy makers in developing and amending new or existing policies.

To study the emerging training needs and work-out the modalities in meeting the needs.

To suggest structural-functional changes and linkages mechanism from national to level down to district/sub-divisional level.

To examine the suggest strategies to make the training system more responsive to future needs.

MANAGE engaged a team of three consultants - Dr. N.G.P. Rao, Former Chairman of Agricultural Scientists Recruitment Board, Dr. N. Perumal, retired Joint Commissioner (Training), Ministry of Agriculture and Dr. S.L. Ghosal, retired Head of Field Publicity Unit, Directorate of Extension, Ministry of Agriculture. Director, MANAGE coordinated the study.

The consultants conducted several field studies, visited various training institutes all over the country interacting with the persons/organisations involved and connected with the training right from village to national level and the farmers and made several far reaching recommendations.

Some of the important recommendations are given hereunder:

1. Training systems have to strive to prepare the human capital to respond to emerging challenges in the face of increasing competition and specialisation.
2. With a large area under the rainfed sector and with predominance of small and marginal farmers, efforts to establish complementarity between the public, private (corporate) and voluntary sectors in technology generation, transfer and training will be meaningful with public sector playing a major role in less endowed regions.
3. The challenges of agricultural productivity gains, environmental issues and sustainability will be the focal issues. On the other hand, low yields, low growth rates and risk aversion constitute the main issues in the rainfed belt. Training systems should cater to such diverse situations and problems.
4. Developmental efforts and consequently training efforts need to be oriented to the output side of the production system as well.
5. Training institutions need to be dynamic and adjust their programmes to changing developments in agricultural technology, capitalise on farmer innovations, take into account problems associated with the subsectors and output side

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associated with transfer of technology to meet our goals and objectives for a more harmonious agricultural growth for development.

6. The extension functionaries should reflect both depth of knowledge and skills pertaining to customised services and breadth regarding associated activities including the output side. The functionaries need to be equipped with certain fundamental ingredients like innovation, entrepreneurship, pool of business skills, leadership, infrastructure and financing.
7. Training programmes need to address and promote novel experiences, initiative and innovation. We recommend that the induced innovation model be superimposed on T&V extension and its features built into training programmes, promoting initiative, innovation and entrepreneurship.
8. A clearer role definition and job description of the extension hierarchy is essential. The tasks, outputs, outcomes need to be defined in precise and measurable terms to establish accountability.
9. The training will have to include strategic planning, resource allocation, data based management, performance appraisal, and management information systems.
10. The three SMSs at the sub-divisional level may be designated as SMS (agronomy including Plant Protection) SMS (Training and Information) and SMS (Special Projects) and they be trained accordingly. Similarly it is suggested that three SMSs at the district level be designated as SMS (Programme planning, Project implementation and coordination), SMS (Technology/ information processing and transfer) and SMS (Monitoring and evaluation) who will also develop a computerised data base for the district. The SMSs be trained accordingly to provide for effective planning and implementation of developmental programmes.
11. The AEO should get comprehensive induction/ orientation training at STI. Greater exposure and knowledge to local problems and technology requirements will come from monthly, fortnightly meetings and interaction with SMSs and NARP in his zone. He should be trained in data based management (DBM) methodologies during orientation training.
12. Pre-service training of the VEO's should emphasise on agricultural technology including related areas like horticulture, animal husbandry and commercial agriculture related activities with emphasis on diagnostic skills, problem solving, hands-on-experience, layout of field trials and related operations. Extension methodology with focus on group activities, group formation, group dynamics etc., familiarity and use of communication skills and aids should also form part of the curriculum.
13. A three tier training system with backward and forward linkages will meet the training needs of senior, middle and grassroot level extension functionaries, farmers, farm youth and farm women and promote a modern mission oriented extension system to meet the goals and challenges set for the agricultural sector.
14. The 15 ATCs established to upgrade the subject matter capabilities of senior extension functionaries and subject matter specialists from all over the country. The facilities created under the ATCs'



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are used to develop training programmes for better focus on clientele requirements and the goals set for agricultural advancement. A modified role of the 15 ATCs and some suggested training programmes have also been suggested.

15. 5 additional ATCs be established to provide a comprehensive coverage of the country's requirements.

They are:

CRRI, Cuttack	Eastern rice areas
JNKVV, Indore	Assured rainfed belt
MPKV, Rahuri	Rainfed rabi regions
CAZRI, Jodhpur	Western arid region
NE complex	North Eastern India

Barapani

The roles of these additional ATCs are described.

16. The NARP regional research stations in the respective agroclimatic zones have been provided with training units. The KVKs, FTCs and GSTCs in the region should have strong linkages with the zonal research stations.
17. MANAGE is a national level apex institution which in collaboration with STIs should strive to build modern extension services including training programmes in the States.
18. The six state level training institutes in Tamil Nadu, U.P., Haryana, A.P., Gujarat and Maharashtra. Except in Tamil Nadu, their structure and content of training should supplement the technical training of extension functionaries and render them more effective extension agents.

19. State participation in EEI trainings has not been satisfactory. Besides, the Extension Departments of most SAUs and State Departments have developed their communication capabilities. Some of the communication centres in SAUs are very well equipped including facilities for video production.

20. The future recruitment of VEWs should be confined to diploma holders in agriculture and a comprehensive training covering agricultural technology (including horticulture, animal husbandry and commercial agriculture), with emphasis on operational skills. The facilities at the GSTCs need to be strengthened and the GSTC staff trained at TTCs and NARP zonal research stations and STIs.

21. The FTCs and KVKs are involved in training farmers, farm women and farm youth. Future farmer training programmes should reflect a change in content and approach to meet emerging needs. Inter-personal nature must increasingly address to village leaders, farm youth, entrepreneurs, representatives of village organisations etc., both men and women.

22. Training should explicitly be linked to implementation. Training policy and administrative actions should reflect in:

- (a) Selection of trainees for specified programmes, (b) their posting and continuance on related developmental projects and programmes, (c) their post-training performance assessment, (d) incentives for good performance, (e) providing committed and well trained teachers and (f) adequate infrastructural facilities and training funds.

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23. Qualified and committed faculty with adequate amenities and incentives is a must. In addition to internal/external funding, every developmental project should have a training component earmarking a certain percentage say 5-10%, all major projects to be made available to different levels of training institutions with a clear demonstration of their training responsibilities.

24. A committee consisting of members from MANAGE, IIM, Ahmedabad and 4-5 Commis-

sioners/Directors of Agriculture may be constituted to develop (a) a manual of job descriptions of extension functionaries with precise and measurable tasks and outcomes and, (b) design the structure and course content for training programmes of MANAGE and STI and, (c) the steps needed in recruiting and training of the staff of these institutions.

The report was submitted to Govt. of India in January 1994.

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## Chapter - IV

# Information Technology

Information is an extremely valuable resource, particularly in the field of extension. Its value is highly linked with timeliness, precision, accuracy and updation. MANAGE has been very sensitive to the need for information support service and has consciously developed a state-of-the art information network. This includes two important sub-systems:-

- a) A Computer Centre & Multi-media Lab.
- b) A Library and Documentation Centre.

Their aims and activities are discussed below:

**(a) Computer Based Information & Knowledge System**

MANAGE has developed the following facilities:

1. A compute centre with SUPER MINI computer having 15 terminals.
2. A Multi-media Lab
3. 1 PC 386, 2 PCATs and 17 PC XT's to support stand alone application and secretarial assistance to Administration and faculty.
4. An Audio Visual Laboratory and Library with 3 TVs and 3 VCRs, Slide Duplicator and OHP Transparency maker. A selective collection of Audio and Videotapes on Agricultural Extension and Management.

MANAGE has assigned the following aims for this information system:

- a) To design and develop innovative training programmes for extension managers and re-

searchers on latest techniques of information and communication technology and its application to agricultural extension system.

- b) To develop expert systems and Multi-media software packages for training of extension functionaries.
- c) To provide technical knowledge through information classification, processing and analysis to MANAGE faculty for their research, consultancy and training efforts.
- d) To develop audio-visual stories on various technical themes.
- e) To provide on-line updated information to all faculty and administration on mailing lists, Administrative decisions by General Council, Executive Council, Training Calendar and resource persons allocation and availability.

MANAGE has taken up several innovative programmes to strengthen its information processing and networking services and related them directly to extension management and training needs at State Agricultural Departments and Agricultural Universities. These are discussed below:

### **1. Interactive Computer Video based Training (ICVT) Project**

Information Technology has been developing at a very fast pace. Starting from chalk and talk method and flip charts, to using still visuals and audio cassettes, training methods improved to use TVs and VCRs to bring live coverage of field situation to the training

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room. The Computer Based Training (CBT) then improved the training mechanism by integrating audio, video, text and graphics to the content delivery independent of the trainer. But still the flow of contact was linear and the learner had little or no control over the pace of learning or its sequence. Interactive Computer Videobased Training (ICVT) Technology gives this advantage to the learner. The learner controls the flow and pace of the contact. At the same time he has access to Audio, Video, Text, Graphics, Animation, all integrated to present the technical content in a lively manner. According to a research where a learner interacts with the ICVT system through probes and prompts, the absorption by the learner is quicker and longer lasting.

In 1991, Government of India sanctioned a pilot project for MANAGE to develop ICVT hardware and software capability to develop multi-media software based training programmes. The project has an outlay of Rs. 1.56 crores and is funded by the World Bank. The CMC public sector undertaking of Government of India were appointed as the consultants to develop course ware for two training programmes.

1. Watershed Management for Rainfed Areas
2. Rainfed Rice (Seed to Seed)

Under this project, an ICVT Lab with multimedia learning stations has been established at MANAGE. 5 MANAGE Professionals were identified for training in courseware development and maintenance of ICVT Lab. The CMC is developing the two coursewares on Watershed management and Rainfed Rice equivalent to 95 hours of class room lecture sessions, which would cover technical and management issues of both the topics.

During 1993-94 the hardware for 3 work stations was procured through global tender. The equipment

has since been installed and MANAGE, ICVT team has been trained to handle this equipment. The basic hardware configuration is:

- a) - PCAT 386 with 4 MB RAM 765 MB HDD  
- 3.5" 1.44 MD Floppy drive  
- Logitech Mouse  
- 14" VGA Touch Screen Colour Monitor  
- with built in speaker  
- Head Phones  
- Audio Mixer  
- 150 MB CTD Drive  
- Audio Digitisation board  
- Graphic/Video Overlay board
- b) - Video Disk Player -Level III  
Dual Standard PAL and NTSC
- c) - DOS 5.0  
with QUEST multi-media authoring  
System Software

The MANAGE ICVT team was also trained in analysing the contents, designing lesson plan, scripting for Interactive learning and in all phases of video production. On Software development side, scripts for both the topics were finalised and videoshooting completed. The software development is in progress and likely to be completed by December, 1994. On completion this will be the first indigenously designed and developed multi-media training software in India in the agricultural sector.

## **2. Computer-based Expert System**

Another innovative project taken up by MANAGE is to introduce LEVEL - 5 OBJECT expert system which can be used as a training tool and also has direct practical application for extension functionaries. On this computer based expert system, MANAGE has developed a prototype of a RICE CROP DOCTOR.

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The objective of this project was to build up a complete symptomatic diagnostic capability in the system for all important pests and diseases of rice crop. The user has to only feed the symptoms noticed on the crop and the system then interactively elicits more information from the learner/user for arriving at a diagnosis of pest or disease, whichever is the case. Once the diagnosis is complete, the system gives options to the user to know the preventive and curative measures of control and eradicate that disease or pest and also favourable conditions in which this particular pest or disease is most likely to occur. The user can also get information on how to apply the prescribed mechanical, cultural and/or chemical measures. In this expert system, computer graphics, digitised pictures of Rice Crop and Rice Pests and infected crops have been used to help the user to correctly match his/her symptoms. The expert system has been developed using a "Decision Tree" logic.

M/s. NIIT, Hyderabad has supplied the level-5 object software. They also trained MANAGE computer professionals in its use and also helped in developing the initial expert system with 4 pests and 4 diseases. The expert system thus developed was presented to a selected sample of 24 rice scientists and extension workers during a 3 day workshop during 2-4 September, 1993. The participants appreciated the mechanism of expert system and recommended its implementation at their respective research/training institutions and departments. They also made a few suggestions for further improving the expert system domain. Accordingly the MANAGE computer programmers undertook the expansion task of the RICE CROP DOCTOR and it has now been fully developed along with necessary supporting documentation for its installation and use in various institutions.

#### **(b) Library, Documentation and Publications**

MANAGE Library currently has over 1200 books and is subscribing to 36 journals. A collection of over 3125 documents on agriculture and allied aspects form the gratis collection. The library has started a collection of audio visual material. At present, this includes video cassettes on several aspects of management, training and participatory development.

The library catalogue has been developed as a database using micro CDS/ISIS software. Another database of journal articles is being developed, which gives bibliographical details of an article along with an abstract.

In addition, the library has -

1. A database of Indian agricultural Statistics.
2. IDRIS Database: The Inter-Agency Development Research Information System (IDRIS) is a cooperative database of international development research projects created by the International Development Research Centre (IDRC) and other international agencies to share information about research projects each was funding. The service helps researchers obtain information relevant to their work by giving them access to a pool of project related information about developing countries.
3. A CD-ROM database - TROPAG & RURAL has over 80000 abstracts on tropical agriculture and rural development. 'Tropag' component of the database contains over 60,000 references of practical interest to agricultural development and extension workers in tropical and subtropical areas, selected from worldwide literature. Subjects covered include crop production, crop protection, crop processing, cultural practices, post harvest operations, farming systems, soils, fertilizers and environmental relationships.



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'Rural' component of the database contains over 20,000 references of practical interest to rural development and extension workers. This database concentrates on agricultural development, development planning, food policy, nutrition, primary healthcare, smallscale industries, the informal sector, rural urban relationships, participation and women and development.

#### **Documentation and Publications**

In order to support training, research, consultancy and extension activities as well as to increase awareness among policy makers, scientists, extension functionaries, training institutes and farmers about latest developments in the field of agricultural extension, technology and management, MANAGE brings out the following publications-

- A bi-monthly MANAGE Bulletin which covers articles of interest to the client groups indentified above, provides a window to the current agricultural extension scene in India and in other countries along with information on MANAGE training, research and consultancy activities.
- A bi-monthly Extension Digest gives a synopsis of current literature in national and international sources, relevant to Indian conditions. The purpose is to disseminate information relating to extension system and practices, research on extension methods, and current concerns in the area of agriculture.

During the year 1993-94, MANAGE brought out 6 issues of the 'MANAGE Bulletin' and 6 issues of 'Extension Digest'. The themes covered in the 'Extension Digest' were Non-governmental organisations and governmental organisations in extension, Participatory rural appraisal, research - extension linkages, indigenous knowledge systems and extension systems. These publications were circulated among policy makers, Senior administrators, Scientists of the Central and State Governments, District, State, National and International Organisations connected with Agriculture and extension management.

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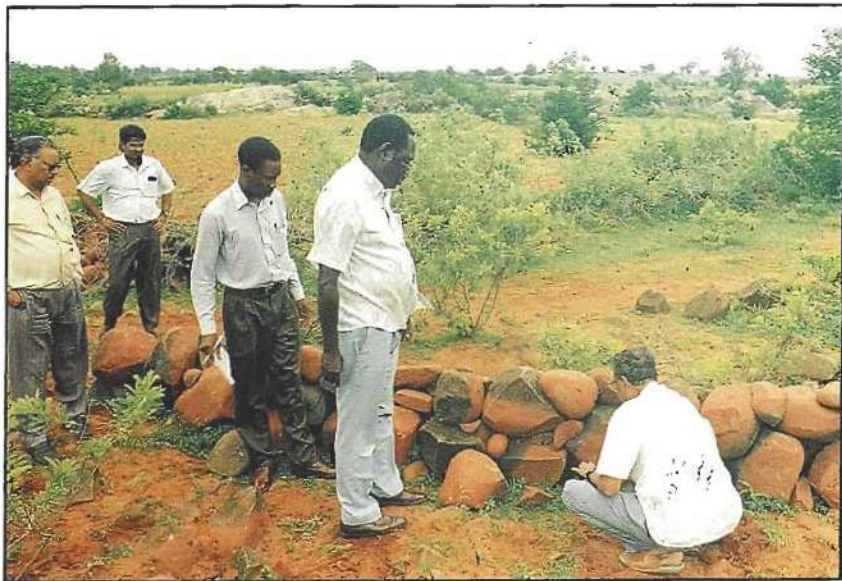
*Programme for Women Extension Functionaries*



*Interacting with Farmers using PRA Techniques*



*International Training Programme*



*Hands on Experience with Watershed Management Techniques*





*Extension workers Interacting with Farmers*





*Interactive Computer Video Based Training*



*MANAGE Publications*



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## Chapter - V

### MANAGE Campus

MANAGE acquired 16 hectares of land on lease in Rajendranagar, Hyderabad, from Andhra Pradesh Agricultural University in May 1988. Immediately thereafter, MANAGE submitted a Project for construction of its campus and other academic activities to Government of India for funding by World Bank. The final approval of the World Bank for the Project was received only in June 1991 with an outlay of Rs. 10.04 crores of which civil works component was Rs. 5.18 crores. Approval of World Bank for appointment of Architect took some time and finally M/s. Chandavarkar & Thacker, Bangalore, were appointed Architect for the MANAGE Project in October, 1991. MANAGE also constituted a Building Committee under Director General's Chairmanship with representatives from the Ministry and Central Engineering Establishments. Project Engineering Staff was also appointed on deputation from C.P.W.D. and other Andhra Pradesh State Engineering Departments. The Engineering Wing is headed by a Superintending Engineer from C.P.W.D. who is entrusted with the job of supervising the construction of MANAGE Campus.

Architects prepared Master Plan, Concept Plans and the Model of the Project. A detailed procedure was followed for pre-qualification of the Contractors as per World Bank norms. In August 1992, tenders were issued and finally the work was awarded to M/s. S.R.C. Constructions (P) Ltd., Hyderabad, for Rs. 532 lakhs on 1/10/1992. The work was started in November 1992 and picked up pace from January 1993 after the disturbances on account of the aftermath of Ayodhya incidents were brought under control.

During the year 1993-94, most of the structural works were completed and finishing works started. In the meantime, action was initiated for procurement of furniture by engaging an interior designer. It is expected that most of the works will be completed by December, 1994 and the staff will shift to the new buildings in early 1995.

The site has been divided into following four basic areas:

1. Academic Block
2. Hostel
3. Residential Area
4. Service Area

All the Buildings have been designed on the concept of court-yards with verandahs around them. All rooms open to these verandahs/courtyards. These court-yards will be provided with lawns, shrubs and small trees.

In the Academic Block, facilities have been provided for Class Rooms, Library, Computer Centre, Audio-Visual Room, Faculty Rooms and Administration Offices and Facilities.

The Class room area is a double storeyed structure. Each floor has been provided with one main class room for about 25 participants, 3 syndicate rooms with capacity of 10 in each and a room for course director, his staff, photostat facility and store facility. In addition, one beautiful Tea Lounge has been provided at intermediate level to cater to all the participants.

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In the Library, provision has been made for about 50000 volumes alongwith air-conditioned reading room, research kiosks, periodicals, offices for library staff and documentation staff. Computers have been provided at select locations in the Library which are connected to the Mini Computer placed in the Computer Centre.

The main Computer Centre has provision for 15 computers and one Mini Computer. Provision has been made for the mini computer to be connected to all the computers provided in the Academic Block. In addition, a Multi-Media Lab is also being established with 10 work stations.

A separate Audio-Visual Room has been provided with a seating capacity of about 25 persons for all audio-visual demonstrations.

The offices of Faculty, Administration and Accounts Staff have all latest facilities including computers. Provision has also been made for Telex Room, Reprographics, Canteen Facility D.T.P. etc.

The office of Director-General is located on first floor above the entrance foyer. The office has been provided with a separate conference room of capacity of about 20 persons.

The Hostel consists of basically 3 areas.

- a) Common areas like Lounge, Recreation, Dining Hall, Kitchen etc.,
- b) Single Bed Room area having 31 bed rooms all with attached bath-rooms.
- c) Double Bed room area having 16 double bed rooms, 6 guest rooms and one V.I.P. suite.

In the entrance foyer, besides a reception desk, a grocery counter with STD/ISD booth will be provided. Recreation area will have Billiards Table and T.T.

Table. Lounge will have facility for T.V., games like chess, carrom etc., and a service counter. The dining hall has a capacity of about 54 persons. The kitchen is being equipped with latest gadgets.

In addition, badminton court, tennis court, squash court and a small size swimming pool are being provided for the participants. A bank counter is also to be opened near the Hostel.

Solar Water Heating System is being provided for supply of hot water to each room of the Hostel and to the Kitchen. The system will have back-up facility for continuous supply of hot water in case of cloudy weather.

A number of small central air-cooling systems are being provided in Academic Block and Hostel Block for cool air in the summer.

As Municipal authorities have expressed inability to provide filtered water, 3 bore wells have been provided for water supply to the campus. But as the water is hard and is having minerals, a water treatment plant consisting of softener and de-mineralisation plant is being provided. Sufficient quantity of water is available in the borewells for the requirement of the campus.

For electrical supply a connection is being arranged from APSEB. However, as Rajendranagar is being served with a rural feeder with frequent power cuts, a 250 kva generator has been provided for emergency power supply. Security lighting is being provided all along the boundary of the campus in addition to the street lighting.

Campus is being landscaped in a big way. In addition to the trees along the road and along the boundary, social forestry area is being created with

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about 2500 trees. Around the buildings lawns with ornamental shrubs are being provided. In addition, fruit trees, nursery and green house are to be provided. Irrigation will be done with systems like drip irrigation, sprinkler etc., Special efforts have been made during planning stage as well as construction stage to leave the big rocks as they are. Rock gardens will be developed around these rocks.

In the residential area, initially only 8 quarters are being constructed for essential staff. However, land provision has been made for about 100 quarters.

The MANAGE campus is land-locked with APAU land on three sides and NAARM on the fourth

side. Right of approach has been obtained from APAU and approach roads are being constructed to make the campus approachable from Bangalore Highway as well as from Rajendranagar Main Road. About 600 meters of kutchra Municipal Road will be black-tapped and lighted by MANAGE for giving smooth approach to MANAGE campus.

The total cost of the Project when completed will be about Rs. 750 lakhs. Upto March 1994, an actual expenditure of Rs.185 lakhs has been incurred. The pace of work has now quickened. It is expected that the Campus would be ready by early 1995.

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## Chapter - VI Miscellaneous

### Meetings

**General Council:** Two meetings of the General Council (12th and 13th) were held on 17-09-1993 and 28-03-1994 respectively. These meetings were presided over by Dr. Balaram Jakhar, Hon'ble Union Minister for Agriculture and President of the General Council of MANAGE. Minister of State for Agriculture and Secretary (Agriculture and Cooperation), the two Vice-Presidents have also attended the meetings besides other official and non-official members of the General Council of MANAGE.

**Executive Council:** Three meetings (14th, 15th and 16th) of the Executive Council were held on 17-09-1993, 19-01-1994 and 28-03-1994, respectively, during the year. The meetings were Chaired by the Secretary (Agriculture and Cooperation), besides other official and non-official members of the Executive Council of MANAGE.

**Other Committees:** Four meetings of the Building Committee (23rd, 24th and 26th) were held on 08-04-1993, 24-06-1993, 04-01-1994 and 04-05-1994, respectively, and one meeting of the Purchase Committee (3rd) of the ICVT Project was held on 08-04-1993,

under the Chairmanship of the Director General of MANAGE.

**Other meetings:** On the advice of the president of the General Council of MANAGE, a 3-day study tour for the non-official members of the General Council was arranged in the month of October 1993. In all 9 members attended. They were given first-hand information about the working of the Institute besides interaction with faculty, feedback from the participants of the earlier programmes. Visits to the MANAGE Campus, which is under construction and the neighbouring national Institutes were also arranged.

**Visit of the VIP's:** The list of the VIPs who visited the Institute during the year may kindly be seen at Annexure- IV.

**Financial Position:** Statement showing the financial position of the institute for the year may kindly be seen in the Annual Statement of Accounts. This year the Accounts could not be audited since orders of entrustment of audit from the Ministry of Finance to the comptroller and Auditor General have not yet been issued.

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**COMPOSITION OF THE GENERAL COUNCIL OF "MANAGE" AS ON  
31-03-1994**

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**\* EX-OFFICIO MEMBERS**

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| <p>*1. The President of<br/>MANAGE</p>  | <p>1. Dr. BAL RAM JAKHAR<br/>Hon'ble Union Minister for Agriculture<br/>Ministry of Agriculture<br/>Govt. of India, Krishi Bhawan<br/>NEW DELHI - 110 001.</p>   |
| <p>*2. Two Vice-Presidents<br/>of MANAGE.</p>   | <p>2. SHRI ARVIND NETHAM<br/>Hon'ble Union Minister<br/>of State for Agriculture<br/>Ministry of Agriculture<br/>Govt. of India, Krishi Bhawan<br/>NEW DELHI - 110 001.</p> <p>3. Shri J.C. Pant,<br/>Secretary<br/>Department of Agri. &amp; Cooperation<br/>Ministry of Agriculture<br/>Government of India, Krishi Bhawan<br/>NEW DELHI - 110 001.</p>  |
| <p>3. Four persons from non<br/>official Institutions<br/>in India working in<br/>Agricultural Development<br/>and allied fields.<br/>(Tenure: 3 years from<br/>the date of appointment or until further<br/>orders whichever is earlier)</p> | <p>4. Shri Sita Ram Choudhary<br/>E-16, University Quarters<br/>Ashok Nagar Road<br/>Udaipur, Rajasthan</p> <p>5. Shri Antonie Gauncar<br/>Sarpanch<br/>Village Raia, Saleta<br/>Goa.</p> <p>6. Shri A.R. Marimuthu<br/>Village Pattu Kattai<br/>District Thanjavur<br/>Tamil Nadu</p> <p>7. Shri D.G. Pawar<br/>Chairman<br/>Agri. Development Trust<br/>Baramati<br/>District Poona<br/>Maharashtra-413 102.</p> |



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4. Nine eminent persons who have made noteworthy contributions in the field of agricultural development and allied subjects.

8. Shri P.K.Swain  
President  
Orissa Rural Industries Association  
Niladri Bihar  
Chauliagunj  
Cuttack-753 001
9. Shri Jaya Raj  
29, Samachar Apartments,  
Mayur Vihar Phase-I (Extension),  
Noida Road  
Delhi- 110 091
10. Shri B.Subba Rao  
Flat No.404, MLA Flats  
Punjagutta Officers Colony  
Hyderabad-500 462
11. Shri Ramalinga Reddy  
H.No.6-3-1238/D/3  
Somajiguda  
Rajbhawan Road, Hyderabad
12. Shri Ram Swaroop Bagi  
Ex-MLA Pathankot  
Punjab
13. Shri Sukhminder Singh Sandhu  
S/o.Shri Sardar Pooran Singh  
Karanpur  
Dist.Sri Ganganagar  
Rajasthan
14. Ms. Nivedita Thakore  
Marketing and Products Services  
315, Race Course Tower  
Gotri Road  
Baroda-15
15. Shri Prahalad Singh Sinwer  
Village and Post  
Office : Gillan Khera  
Fatehabad : Hissar  
Haryana-125 050
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- \*5. Director General,  
ICAR
- \*6. Additional Secretary  
and Joint Secretary  
incharge of Extension  
and Financial Adviser  
in the Ministry /  
Deptt. of Govt. of  
India dealing with  
the Institute and  
Secretary of the Min./  
Deptt. dealing with  
Rural Development.
16. Shri Hrishi Kesh Panda  
Managing Director  
218, Bayabata Matha Road  
Unit 9, Bhubaneswar -751007  
Orissa.
17. Shri V.L.Chopra  
Director General  
Indian Council of Agril.Research  
Krishi Bhawan  
New Delhi - 110 001.
18. Shri K.B. Saxena  
Additional Secretary  
Department of Agri. &  
Cooperation  
Ministry of Agriculture  
Krishi Bhawan  
New Delhi - 110 001.
19. Shri M.D. Kaurani,  
Joint Secretary  
(Extension)  
Department of Agri. &  
Cooperation  
Ministry of Agriculture  
Krishi Bhawan  
New Delhi - 110 001.
20. Smt. Usha Sahejpal  
Financial Adviser  
Department of Agri. &  
Cooperation  
Ministry of Agriculture  
Krishi Bhawan  
New Delhi - 110 001.
21. Shri B.N. Yugandhar,  
Secretary  
Department of Rural  
Development  
Ministry of Agriculture  
Krishi Bhawan  
New Delhi - 110 001.
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| <p>*7. Director General<br/>NIRD</p>   | <p>22. Dr. T.C.A. Srinivasaramanujan<br/>Director General<br/>NIRD &amp; MANAGE<br/>Rajendranagar<br/>Hyderabad -500 030.</p>   |
| <p>*8. Agricultural Commissioner, Govt. of India, Deptt. of Agri &amp; Coop, Delhi.</p>  | <p>23. Dr. I.P. Abrol<br/>Agriculture Commissioner<br/>Department of Agri. &amp; Cooperation<br/>Ministry of Agriculture<br/>Krishi Bhawan<br/>New Delhi - 110 001.</p>   |
| <p>*9. Secretaries in the Ministries of Education, Personnel &amp; Training and of the Planning Commission or their nominee.</p> | <p>24. Shri S.V. Giri<br/>Secretary (Education)<br/>Dept. of Education<br/>Min. of Human Resource Development<br/>Shastri Bhawan<br/>New Delhi</p> <p>25. Smt. Kiran Aggarwal<br/>Additional Secretary<br/>Department of Admini. Reforms and Public Grievances and Pensions, 5th Floor, Sardar Patel Bhawan<br/>New Delhi - 110 001</p> |
| <p>*10. Five Secretaries to State Govt./ Union Territories incharge of Agri. production (in rotation).</p>                       | <p>26. Shri. K. Rajan<br/>Advisor (Agriculture)<br/>Planning Commission<br/>Yojana Bhawan<br/>New Delhi</p> <p>27. Shri A.P. Deb<br/>Secretary<br/>Dept. of Agriculture<br/>Government of West Bengal<br/>Writers Building<br/>Calcutta - 700 001.</p>  |
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\*11. Seven members of the Union/State and U.T. legislatures; 1 from Rajya Sabha; 4 from State/Union Territories (to represent four zonal councils by rotation.) (Tenure: 3 years or till they continue as members of Lok Sabha/Rajya Sabha/Legislative Assemblies or till further orders, whichever event occurs earlier.)

28. Smt. Alka Sirohi  
Secretary (Agri)  
Govt. of M.P., Vallabh Bhawan  
Bhopal - 462 001.
29. Shri R.N. Gupta  
Secretary (Agri)  
Govt. of Punjab  
Civil Secretariat  
Chandigarh -160 001
30. Shri R.C. Panda,  
Commissioner - cum  
Secretary (Agri)  
Govt of Tamil Nadu  
Fort St. George  
Madras -600 009
31. Shri C.M.Jha  
Agril. Production Commissioner  
New Secretariat  
Government of Bihar  
Patna - 800015.
32. Shri M.Gyanendra Reddy  
Member of Parliament (LS)  
46, North Avenue  
New Delhi
33. Shri P Seshi Reddy,  
Member of Legislative Assembly  
Pathikonda  
Kurnool District  
Andhra Pradesh
34. Shri Parsuram Panigrahi  
Member of Legislative Assembly  
Orissa Legislative Assembly  
Q. No. 13/1 (DS)  
MLA Colony  
Bhounnagar Unit-IV  
Bhubaneswar
35. Shri Anilrao Kalejarao Babar  
Member of Legislative Assembly  
Khanapur At Padi At & PO Vita District  
Sangli, Maharashtra

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\*12. Four Directors of  
Agriculture of State/  
Union Territories  
(To represent four  
zonal councils of  
the country by rotation)

\*13. Director General of  
MANAGE who shall be  
appointed by the  
Govt. of India, Min.  
of Agriculture.

\*14. Two Vice Chancellors  
of Agri. Univ. and  
one Vice Chancellor  
(General Univ.) or their  
nominee not below the  
rank of Director. (by rotation)

36. Shri A. Ashokaraj  
Member of Parliament  
166-A, Mandangopal Puram  
P.O. Trichy-621 212,  
Tamilnadu

37. VACANT

38. VACANT

39. Shri Jannat Hussain,  
Commissioner and  
Director of Agriculture  
Govt. of A.P.  
Hyderabad - 500 001.

40. Shri B.D. Goma  
Director of Agriculture  
Govt. of H.P.  
Simla-171 005

41. Dr.U.C. Patnaik  
Director of Agriculture  
Govt. of Orissa  
Heads of Dept. Building  
Bhubaneswar

42. Shri Rakesh Srivastava  
Director of Agriculture  
Govt. of Rajasthan  
Krishi Bhawan  
Jaipur - 302 001.

43. Shri T.C.A. Srinivasaramanujan  
Director General  
MANAGE & NIRD  
Rajendranagar  
Hyderabad - 500 030.

44. Dr S. Sankaran  
Vice-Chancellor  
Tamilnadu Agril.  
University  
Coimbatore-641003  
Tamilnadu.

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- \*15. Director (MANAGE)
45. Dr D.C. Kulshrestha  
Vice-Chancellor  
C.S. Azad University  
of Agri. Science  
and Technology  
Kanpur - 208 002  
U.P.
46. Dr. D.N. Misra  
Vice-Chancellor  
Banaras Hindu  
University  
Varanasi - 221 005 ( U.P.)
47. Shri S.K. Arora  
Director  
National Institute of  
Agricultural Extension  
Management (MANAGE)  
NIRD Campus,  
Rajendranagar,  
Hyderabad-500 030 (AP)

**COMPOSITION OF THE EXECUTIVE COUNCIL OF "MANAGE" AS ON  
31-03-1994**

**\* EX-OFFICIO MEMBERS**

- \*1. Secretary (A&C) as  
Vice President of  
MANAGE shall be  
Chairman of the  
Executive Council.
1. Shri J.C. Pant,  
Secretary  
Department of Agri. &  
Cooperation  
Ministry of Agriculture  
Government of India  
Krishi Bhawan  
New Delhi - 110 001.
- \*2. Addl. Secretary in-  
charge of Extn. in  
the Ministry/Deptt.  
GOI dealing with  
MANAGE.
2. Shri K.B. Saxena  
Additional Secretary  
Department of Agri. &  
Cooperation  
Ministry of Agriculture  
Krishi Bhawan  
New Delhi - 110 001.

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| <p>*3. Joint Secretary in-charge of Extn. and Financial Adviser in the Ministry/Deptt. GOI, dealing with MANAGE.</p>   | <p>3. Shri M.D. Kaurani,<br/>Joint Secretary<br/>(Extension)<br/>Department of Agri. &amp; Cooperation<br/>Ministry of Agriculture<br/>Krishi Bhawan<br/>New Delhi - 110 001.</p>  |
| <p>*4. The Director General of MANAGE.</p>   | <p>4. Smt. Usha Sahejpal<br/>Financial Adviser<br/>Department of Agri. &amp; Cooperation<br/>Ministry of Agriculture<br/>Krishi Bhawan<br/>New Delhi - 110 001.</p>  |
| <p>5. Five eminent persons who have made noteworthy contributions in the fields of agricultural development/ and allied subjects; to be nominated by Govt. of India from among the members of the General Council.</p> | <p>5. Dr. T.C.A. Srinivasaramanujan<br/>Director General<br/>NIRD &amp; MANAGE<br/>Rajendranagar<br/>Hyderabad - 500030.</p> <p>6. Shri Ramalinga Reddy<br/>H.No.6-3-1238/D/13<br/>Somajjiguda<br/>Rajbhawan Road<br/>Hyderabad</p> <p>7. Shri Sukhminder Singh Sandhu<br/>S/o. Shri Sardar Pooran Singh<br/>Karanpur<br/>Dist.Sri Ganganagar<br/>Rajasthan</p> <p>8. Ms.Nivedita Thakore<br/>Marketings and Product Services<br/>315, Race Course Tower<br/>Gotri Road<br/>Baroda-15</p> <p>9. Shri Prahalad Singh Sinwer<br/>Village and Post<br/>Office: Gillan Khera<br/>Fatehabad : Hissar<br/>Haryana -125 050</p> |
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| 6. Two members to be elected by the General Council from among the non-officials. | 10. Shri P.K.Swain<br>President,<br>Orissa Rural Industries Association<br>Niladri Bihar, Chauliagunj<br>Cuttack-753 001   |
| *7. Director (MANAGE)   | 11. Shri M.Gyanendra Reddy<br>Member of Parliament (LS)<br>46, North Avenue<br>New Delhi   |
|   | 12. Shri P Seshi Reddy,<br>Member of Legislative Assembly<br>Pathikonda<br>Kurnool District<br>Andhra Pradesh  |
|   | 13. Shri S.K.Arora<br>Director<br>National Institute of<br>Agricultural Extension<br>Management (MANAGE)<br>NIRD Campus,<br>Rajendranagar,<br>Hyderabad-500 030 (AP) |

**AEMTP Programmes conducted under state projects from  
April, 1993-March, 1994**

Sl.No.	Name of the Programme	Date	Venue	No. of participants
1.	1st Course for Uttar Pradesh	April 12-17, 1993	Allahabad	20
2.	4th Course for Tamil Nadu	April 19-24, 1993	Kudumiamalai	17
3.	4th Course for Assam	April 26-29, 1993	Jorhat	12
4.	2nd Course for U.P.	May 17-22, 1993	Allahabad	24
5.	5th Course for T.N.	May 17-22, 1993	Kudumiamalai	18
6.	5th Course for Assam	May 24-29, 1993	Jorhat	18
7.	3rd Course for A.P.	June 16-19, 1993	Hyderabad	22
8.	3rd Course for U.P.	June 21-26, 1993	Jhansi, Allahabad	25
9.	4th Course for A.P.	June 23-25, 1993	Nalgonda	18
10.	5th Course for A.P.	July 5-7, 1993	Suryapet	21
11.	4th Course for Maharashtra	July 19-23, 1993	Aurangabad	24
12.	6th Course for T.N.	July 19-24, 1993	Kudumiamalai	20
13.	4th Course for U.P.	July 19-24, 1993	Jhansi, Allahabad	19
14.	5th Course for U.P.	July 26-31, 1993	-do-	13
15.	5th Course for Maharashtra	July 26-31, 1993	Aurangabad	21
16.	6th Course for A.P.	August 3-7, 1993	Nalgonda	21
17.	6th Course for Maharashtra	August 9-13, 1993	Aurangabad	20
18.	7th Course for T.N.	August 16-21, 1993	Kudumiamalai	25
19.	6th Course for U.P.	August 16-21, 1993	Allahabad	22
20.	7th Course for A.P.	Sept.13-18, 1993	Hyderabad	30
21.	7th Course for Maharashtra	-do-	Aurangabad	21
22.	7th Course for U.P.	-do-	Allahabad	19
23.	8th Course for U.P.	Sept.20-25, 1993	Allahabad	20
24.	6th Course for Assam	Sept.22-25, 1993	Jorhat	22
25.	Project Diagnosis & Planning Workshop for H.P.	Oct. 18-20, 1993	Simla	12
26.	8th Course for A.P.	Oct. 11-15, 1993	Hyderabad	20
27.	7th Course for Assam	Oct. 11-16, 1993	Jorhat	16
28.	8th Course for Tamil Nadu	Oct. 18-22, 1993	Kudumiamalai	22
29.	8th Course for Maharashtra	Nov. 1-6, 1993	Aurangabad	24
30.	9th Course for A.P.	Nov. 22-26, 1993	Hyderabad	23
31.	8th Course for Assam	Nov. 22-27, 1993	Jorhat	24

Sl.No.	Name of the Programme	Date	Venue	No. of participants
32.	9th Course for T.N.	Dec. 13-17, 1993	Kudumiamalai	22
33.	Project Diagnosis & Planning Workshop for H.P.	Dec. 23-24, 1993	Simla	16
34.	9th course for Maharashtra	Jan. 3-7, 1994	Aurangabad	20
35.	Orientation & Planning Workshop in Punjab	Jan. 6-8, 1994	Ludhiana	31
36.	Follow up workshop for A.P.	Jan.11-12, 1994	Hyderabad	31
37.	AEMTP course for Rajasthan	Jan.10-15, 1994	Jaipur	22
38.	Orientation & Planning Workshop in Haryana	Jan.11-13, 1994	Chandigarh	32
39.	10th course for T.N.	Jan.18-22, 1994	Kudumiamalai	19
40.	Orientation & Planning Workshop in Rajasthan	Jan.20-22, 1994	Jaipur	30
41.	Facilitators Development Workshop	Jan.27-28, 1994	Madras	08
42.	Workshop on Constraint analysis & training planning at Jagraon	Jan.31-Feb.02(FN) 1994	Ludhiana	29
43.	Orientation & Planning Workshop in Andaman & Nicobar Islands	Jan.31-Feb. 2,1994	Port Blair	26
44.	Workshop on Constraint analysis & training planning at Budewal	Feb. 2-4, 1994	Ludhiana	28
45.	Follow up workshop for Tamilnadu Project	Feb.19, 1994	Kudumiamalai	12
46.	11th course for Tamilnadu	Feb.21-25, 1994	Kudumiamalai	19

978 408



**List of Training Programmes conducted under Agricultural Extension Management Training Project from April 1993 to March, 1994**

Sl.No.	Name of the Programme	Date	Venue	No. of participants
1.	Workshop for State Secretaries of Agriculture and Directors of Extension from State Agril. Deptts. & Professors of Agril. Universities AEMTP Phase II	April 7, 1993	MANAGE, Hyderabad	06
2.	Workshop for the Selection of Facilitators under AEMTP	June 3-13, 1993	MANAGE, Hyderabad	16
3.	Facilitators Workshop under AEMTP	August 23-27, 1993	MANAGE, Hyderabad	34
4.	AEMTP Facilitators Workshop 1993	December 13-16, 1993	MANAGE, Hyderabad	12
			Total	68

**List of Training Programmes conducted by MANAGE  
from April, 1993 to March, 1994**

Sl.No.	Name of the Programme	Date	Venue	No. of participants
1.	National Workshop on Farmers participation in Agril. Extension and Research	April 2-3, 1993	MANAGE, Hyderabad	16
2.	Course on Management of Extension Technology for Agricultural Extension Functionaries	April 19-May 1, 1993	MANAGE, Hyderabad	22
3.	Workshop-cum-Training on Farming Situation Based Extension for KVK staff members	April 26-May 1, 1993	MANAGE, Hyderabad	25
4.(*)	Study visit of 12 Tanzanian participants on Agricultural Extension	May 10-22, 1993	MANAGE, Hyderabad	12
5.	National Workshop on Farming Situation Based Extension	July 29-30, 1993	MANAGE, Hyderabad	15
6.(*)	International Course on the T & V Systems for Junior Ethiopian Extension Functionaries	August 21-September 14, 1993	MANAGE, Hyderabad	12
7.	Workshop on Use of Expert Systems & Multi-media in Extension Management Training	September, 2-4, 1993	MANAGE, Hyderabad	25
8.(*)	International Course on Sorghum & Millet Improvement for UNDP participants	September 6-25, 1993	MANAGE, Hyderabad	13
9.	National Workshop on Training & Development	September 23-25, 1993	MANAGE, Hyderabad	24
10.	Workshop-cum-Training on Farming Situation Based Extension for Oilseed Crops	October 11-14, 1993	Bhubaneswar	17
11.	Course on PRA approach for the planning and development of National Watersheds	November 1-6, 1993	MANAGE, Hyderabad	29

Sl.No.	Name of the Programme	Date	Venue	No. of participants
12.(*)	Study visit on T & V system of Extension by Tanzanian officials	November 8-20, 1993	MANAGE, Hyderabad	12 2
13.(*)	Study visit on M & E of T & V System of Extension & Research by participants from 4 African Countries	November 15- Dec.4, 1993	MANAGE, Hyderabad	08 3
14.	Workshop-cum-Training Programme for Policy Administrators & Research Scientists	December 7-11, 1993	Hyderabad	13 1
15.	Course on improvement of rice production in low productivity rice districts of A.P.	December 27-31, 1993	MANAGE, Hyderabad	25 1
16.	Workshop-cum-training on farming situation based extension	January 3-7, 1994	Haryana	24 1
17.(*)	Study visit of senior Nigerian officers on Agril.Extension	January 12-22, 1994	MANAGE, Hyderabad	03 2
18.	Computer Application in Extension Management	January 17-22, 1994	Lucknow	32 1
19.	Workshop-cum-training on Farming Situation Based Extension.	January 24-29, 1994	Anand	25 1
20.	Workshop on Integrated Project for Rice Development	January 27-29, 1994	Hyderabad	30 0.5
21.	Course on Improvement of Rice Production in NARP Zone of Coastal Andhra Pradesh	February 2-5, 1994	Anakapally	23 1
22.	Workshop on Integrated Project for Rice Development	February 3-5, 1994	Assam	24 0.5
23.	Workshop on Integrated Project for Rice Development	February 7-9, 1994	Bhubaneswar	54 0.5
24.	Workshop on Use of Expert Systems and Multimedia in Extension Management Training	February 7-10, 1994	MANAGE, Hyderabad	16 1
25.(*)	Training-cum-study visit on System of Training of Farmers and Agril.Extension Agents by Ethiopian officials	February 7 March 5, 1994	MANAGE, Hyderabad	03 4

Sl.No.	Name of the Programme	Date	Venue	No. of participants	
26.	Workshop-cum-training on Farming Situation Based Extension	February 15-19, 1994	Kanpur	17	1
27.	Extension Management Development Programme on National Watershed Development Project for Rainfed Agriculture	February 19-24, 1994	MANAGE, Hyderabad	25	1 M
28.(*)	Training-cum-study visit on Agril. Extension for Ugandan participants.	Feb. 21- March 12, 1994	MANAGE, Hyderabad	16	3
29.	Extension Management Development Programme on Integrated Project for Rice Development	Feb. 28- March 5, 1994	Patna	23	1
30.(*)	Training-cum-study visit on Agriculture Extension by Tanzanian Officials	March 21- April 2, 1994	MANAGE, Hyderabad	12	2
			Total	595	43.5

\* International Programmes of training and Study visits

### Summary of Annexure - II

	No. of Programmes	No. of Participants
Annexure II A	46	978
Annexure II B	04	68
Annexure II C	30	595
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	80	1641
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### Details of Programmes conducted in MANAGE and Participants

Year	Total Progs. Conducted	Participants						Total
		Govt. Services/ National Instts. of GOI	Agri. Univ./ ICAR/ KVK	Banks/ State & Central Corpns./ Other Org.	International Organisations	Vol. Org./ Others	Project Staff	
1985-86	03	31	09	06	--	--	--	46
1986-87	10	137	87	--	02	37	--	263
1987-88	13	197	85	17	--	23	--	322
1988-89	24	259	139	18	40	22	--	478
1989-90	23	361	98	28	47	15	--	549
1990-91	20	310	75	11	--	41	--	437
1991-92	45	656	58	04	--	99	--	817
1992-93	59	870	198	31	40	15	--	1154
1993-94	80	437	202	3	91	51	857	1641



**Statement showing the Progress of Research Projects  
(as on 31st March, 1994)**

Sl.No.	Location	Name of the Research Project	Year of sanction	Duragion	Remarks
1.	ETOT NIRD	Study of workload and time management at the level of principal Agricultural officer in selected districts.	1989	16 months	Completed recently Report yet to be received and examined
2.	ETOT NIRD	Performance of T&V in India Analysis of various M&E	1989	16 months	-do-
3.	EEI APAU	Study of the relationship between technical competence of the extn. staff and their motivation and performance in the field	1990	16 months	In Progress
4.	EEI APAU	Study of comparative performance of the extension status with reference to their academic qualifications and training	1990	16 months	In Progress
5.	MANAGE	Computerised information system regarding status of extension system and technology status	1990	20 months	In Progress
6.	MANAGE	Collection, abstracting and computerisation of extension studies	1990	12 months	In Progress
7.	MANAGE	Documentation of status of Extension Cadre in various states	1990	20 months	In Progress
8.	FRSF	Compilation of "Fertilizer Use Guide for Farmers"	1993	15 months	In Progress

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**List of VIPs who visited MANAGE during 1993-94**


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Sl.No.	Name	Organisation	Date
1.	Dr. I.C. Mahapatra	Vice-Chancellor, OUAT, Bhubaneswar	5.4.1993
2.	Mr. D.B. Rai	Jt. Director, Deptt. of Agriculture, Thimphu, Bhutan	4.5.1993
3.	Dr. G.Y. Reddy	Executive, National Dairy Development Board	12.5.1993
4.	Sanni B.M.,	BNARDA, Nigeria	22.7.1993
5.	Egba, O. Mosas,	BNARDA, Nigeria	22.7.1993
6.	Ker, James,	BNARDA, Nigeria	22.7.1993
7.	Dr. Abbasi	CIRDAP Bangladesh, Dhaka	20.9.1993
8.	Ethiopian officials	Sorghum research, research management practices and transfer of technology	3.11.1993
9.	Dr. Hamdy Eisa	World Bank	18.11.1993
10.	Dr. T.C. Jain	World Bank	18.11.1993
11.	Dr. T.G. Medhin	G.M. IAR, Addis Ababa	27.12.1993
12.	Dr. G. Gebeyehu	DGM (Res.) IAR, Addis Ababa	27.12.1993
13.	Prof. G.S.Z. Ssenyonga	Permanent Secy., Agri. Animal Husbandry & Fisheries	11.01.1994
14.	Dr. Kibirige Ssebunya	Project Director SWARP	11.01.1994

Sl.No.	Name	Organisation	Date
15.	Dr. F.K. De Graaf,	Professor of Microbiology, Dept. of Molecular Microbiology	11.02.1994
16.	Mr. Gijsbers	Ministry of Foreign Affairs, Netherlands	12.2.1994
17.	Dr. Willem Zijp,	Extension Specialist, World Bank	22.02.1994
18.	Mr. Donald L.Kramer,	Specialist, Agri. Engineering, USA	10.03.1994
19.	Dr. Zefro Elias,	Head, Division of Research & Extension, Ethiopia	17.03.1994



*Campus - Construction in Progress*



**NATIONAL INSTITUTE OF AGRICULTURAL EXTENSION MANAGEMENT**

(An Organisation of Ministry of Agriculture, Govt. of India)

**NIRD Campus, Rajendranagar, Hyderabad-500 030**