

Annual Report 2003 - 04



National Institute of Agricultural Extension Management



CONTENTS

Description		Page No.
I.	INTRODUCTION	1
	✦ Highlights	2
	✦ Mission	5
	✦ Vision	5
	✦ Mandate	6
	✦ Core Values	6
II.	ACHIEVEMENTS 2003-2004	7
1.	Academic Programmes	7
2.	Public Extension Management	11
	2.1 National Agricultural Technology Project (NATP)	11
	2.2 Participatory Adaptive Research (PAR) Project	16
3.	Natural Resource Management	18
4.	Public Private Partnerships in Extension Management	22
	4.1 Agriclincs and Agribusiness Centres	22
	4.2 Private Extension initiative: DAESI	26
5.	Cyber Extension	28
6.	Mass Media Support for Agricultural Extension	32
7.	Management Education	35
	7.1 Post Graduate Programme in Agri-Business Management	35
	7.2 Post Graduate Programme in Agri-Journalism and Mass Communication	38
	7.3 Diploma in Agri Warehousing and Cool Chain Management (AWACCM)	40
8.	Information Services	41
9.	Development of Physical Infrastructure	45
10.	Administration and Accounts	46
11.	Miscellaneous	48
III.	ANNEXURES	
	Annexure I Composition of General Council	i
	Annexure II Composition of Executive Council	vii
	Annexure III Profile of MANAGE Faculty and Officers	ix



INTRODUCTION

The National Institute of Agricultural Extension Management (MANAGE) is an apex level autonomous body established in 1987 under the Ministry of Agriculture, Government of India. MANAGE is the country's response to challenges of agricultural extension in a rapidly growing and diverse agriculture sector. With the policies of liberalization and globalization of the economy transforming agriculture into an increasingly commercialized market driven activity, and the level of agricultural technology becoming more sophisticated and complex, called for major initiatives towards reorientation and modernization of the agricultural extension system. Effective ways of managing the extension system needed to be evolved and extension organizations enabled to transform the existing set up through professional guidance and training of critical manpower. MANAGE is fulfilling this imperative need.

It has a mandate to assist the State Governments, the Government of India and other public sector and voluntary organizations in effective management of their agricultural Extension systems.

In accordance with its mandate MANAGE offers its services in 5 streams - Extension Training; Consultancy; Management Education; Research; Information and Documentation Services.

Capacity Building and Focus shift to other districts under NATP

In addition to capacity building, under the National Agricultural Technology Project (NATP) there was focus shift to other Non NATP districts in the states where ATMA's under NATP have been successfully implemented. Efforts were initiated towards extension of the ATMA model to other districts. There was increased focus on documenting of success stories under the project and experiences of the ATMA's.

Public Private Partnership

The network of training organizations under the Agriclincs and Agri Business Centres scheme now has 66 reputed institutions to train the agripreneurs in the massive training exercise. Over 4854 graduates have completed the training and about 978 trained agripreneurs have started Agri-Clinics and Agri-Business Centres in different states in the country. Emphasis has been on providing handholding support to agripreneurs and on training to promote the concept of Agripreneurship development. Efforts were made to bring in convergence between the Agriclincs and Agri Business Centres scheme and the Rural Godown scheme.

Launching of DAESI

MANAGE launched a one-year Diploma course in Agricultural Extension Services for Input Dealers (DAESI), the first ever such Programme in the Country. The objective of the programme is to transform input dealers into para-professionals and enable them to serve the farmers better, thereby strengthening the extension system. The course would build their capacity in handling field problems and extension communication abilities while increasing their skills in dealing with inputs and discharging regulatory responsibilities. In response to the demand for the DAESI diploma from the input dealers a second batch was also launched.

The diploma has also been franchised to Tamil Nadu Agricultural University (TNAU).

Post Graduate Programme in Agri-Business Management (PGP-ABM) Seventh Batch: 100% placements

This year too we had 100% placement of students, both at MANAGE and at our sub centre in NIAM, Jaipur. The 30 students who passed out from MANAGE campus were picked up by reputed companies and to name some of them are ITC-IDB, ITC-ILTD, De-Nocil, Advanta, Coromandal Fertilizers, UPL, Tata Chemicals etc.

Launching of Post Graduate Programme in Agri-Journalism and Mass Communication (PGP-AJMC)

The Post Graduate Programme in Agri-Journalism and Mass Communication (PGPAJMC) has been completed with 24 students successfully passing the course and employed in media houses and NGOs.

Grounding New Technologies: the Mobile Videoconferencing Van

MANAGE has been in the forefront in grounding new and frontier technologies on a continuous basis and test checking its utility for the Farmers. A new technology, the Mobile VSAT Video Conferencing Van, was extensively used for Farmers Training in Andhra Pradesh. The technology facilitated interactions between farmers in the villages with scientists and officials at the hub in MANAGE. Over 700 sessions were conducted using the two-way video conferencing facility of the VAN. All the 22 districts of Andhra Pradesh were covered through the Mobile Van to train Rythu Mitra Groups by Department of Agriculture, Andhra Pradesh.

Rythu Vani - Reaching Farmers through Radio

MANAGE has launched a medium wave broadcast "Rythuvani" for the benefit of farmers of Ranga Reddy District. Rythuvani is broadcasting its programmes daily in three slots at 6.30 am, 12.50 pm and 6.25pm covering topics relating to Agriculture, Horticulture, Animal Husbandry and Allied Production activities, Rural Development, Agricultural News and Tips, Market rates, Agri-business, Weather etc.

Kisan Call Centres

Under the Kisan Call Centres programme, MANAGE has been identified by the Department of Agriculture (DAC) as a resource center for capacity building of functionaries involved. MANAGE has been identified as one of the nodal centers at Level III to manage the Hyderabad Kisan Call Center for the state of Andhra Pradesh. Besides, it also acts as one of level II functionaries responding to the queries related to issues on agricultural extension and the ongoing activities of MANAGE.

More Agricultural Training Institutions on the Cyber Corridor

Video Connectivity has spread to 39 institutions in the public sector all across the country. This multiple site connectivity has helped the participating institutions in training and expeditious decision-making.

Awards for MANAGE

The International Business Council, New Delhi conferred on MANAGE, the 'Rashtriya Nirman Award' and the 'National Gold Star' Award, in recognition of its achievements. MANAGE was also awarded the 'Vidya Rattan Award' for outstanding achievement by the International Institute of Education and Management, New Delhi. The International Business Productivity Forum (IBPF) New Delhi conferred the prestigious 'Hindustan Udyog Gaurav Award'.



OUR MISSION

Facilitating the Acquisition of Managerial and Technical skills by Extension Officers, Managers, Scientists and Administrators in all sectors of agricultural economy to enable them to provide most effective support and services to Farmers and Fishermen for practicing Sustainable Agriculture.

As an apex institution, MANAGE functions as a pacesetter, developing system designs and models of professional activities for other state level institutions to adopt. Sharing these experiences to enable other institutions to adapt and adopt these innovations is one of our core concerns.

OUR VISION

To be counted among the most Pioneering, Innovative, User-Friendly and Self-Supporting Agricultural Management Institutes in the World



OUR MANDATE

- Developing linkages between prominent state, regional, national and international institutions concerned with agricultural extension management and also agricultural development
- Gaining insight into agricultural extension management systems and policies
- Forging collaborative linkages with national and international institutions for sharing faculty resource
- Developing and promoting application of modern management tools for improving the effectiveness of agricultural extension organizations
- Organizing need based training for senior and middle level agricultural extension functionaries
- Conducting problem oriented studies on agricultural extension management
- Functioning as an international documentation center for collecting, storing, processing and disseminating information on subjects related to agricultural management.



CORE VALUES

1. User friendliness
2. Client-centered process consultancy
3. Farmer-focused approach in all our professional services
4. Interactive and experiential learning methodology
5. Faculty development and networking with facilitators
6. Determination to achieve financial self-reliance

II. ACHIEVEMENTS 2003-2004

1. Academic Programmes

Training and Capacity building is an integral mandate of MANAGE. The programmes primarily focus on developments in agriculture and allied areas. This is carried on keeping in view the day-to-day changes and progress in order to prepare the officers of State Departments of Agriculture and allied areas to cope up with the changing economy and accordingly change the horizon, which help the farmers and farming community better.

During the period under review MANAGE organized a total of two hundred and thirty one programmes covering 6588 officers over two hundred and fifteen training weeks.



Programmes during April 2003 - March 2004

Sl.No.	Nature of the Programme	No. of Prog. Conducted	No. of Participants	No. of Training weeks
1	Public Extension Management			
1.1	Theme Programmes	47	1683	51.5
1.2	NATP Programmes	102	1799	86.5
	Total	149	3482	138
2	Public Private Partnership in Extension Management			
2.1	Theme Programmes	5	177	5
2.2	Agri-clinics and Agri-Business Centres Scheme	2	104	1
	Total	7	281	6

3	Natural Resource Management			
3.1	Theme Programmes	16	565	14.5
3.2	APRLP Programmes	4	54	1.5
3.3	Capacity Building of Community Organizers	9	358	9
	Total	29	977	25
4	Media and Cyber Extension Management			
4.1	Theme Programmes	2	58	2
4.2	Cyber Technology Testing and Validation	44	1760	44
	Total	46	1818	46
	TOTAL (1+2+3+4) :	231	6588	215

The Training Programmes were organized, both on-campus and off-campus, in different parts of the country. These programmes included those announced by the different faculty of the institute, tailor-made programmes based on the request of the clients, project related programmes, consultancy programmes, etc. The various facets of the academic activities are given below:

Public Extension Management

Public Extension System in agriculture has played a vital role during the green revolution in the country. The effort put forth earlier has helped in achieving self-sufficiency in food grain production. In view of changing economic scenario there was a felt need to diversify the focus in order to cope up with the developments in the country.

Under the National Agricultural Technology Project (NATP) efforts were initiated to extend the ATMA model to other districts and hence banner programmes were conducted to orient officers of non-NATP districts to the ATMA model of extension. There was focus on capacity building on use of media and ICT for agricultural extension, managerial skills, etc.

Private Extension Management

The general growth and dimensions in the agriculture extension system and also the players that are important to nurture the system are recognised. It was felt necessary to develop the capacity of the different players involved. One such important actor is an input dealer. It has been reported there are around 2.8 lakh agri-input dealers in the country. In order to build their capacity the institute launched an agri-certificate course on Distance Education Mode (52 weeks) for input dealers.

Public Private Partnership in Extension Management

Due to expansion in Agriculture Production Systems along with the technology development, it was found difficult to cater to the needs by public extension alone. In order to broaden the horizon and to tap the potential available, a partnership programme between private and public extension management was launched. One such innovative programme already grounded by MANAGE is the Agri Clinics and Agri Business Centres schemes.

MANAGE is the nodal agency for coordinating the training across the country. Applications are received, processed and allotted to different training institutions by the Agri Clinics Cell at MANAGE. MANAGE is also responsible for development and revision of training modules, providing handholding support through training institutes and establishing linkages with State Government and Agri-Business companies.

Natural Resource Management

Significance of the participatory approach is well recognized for sustainable development of natural resources. Upscaling of the above approach however continues to be a constraint even around places where success stories have been generated. It is therefore essential to identify operational mechanisms and administrative instruments for proper institutionalization of people's participation in developmental programmes dealing with natural resource management.

The main theme was again focused on general as well as project related activities. Emphasis was on capacity building of officers and trainers on management and

social aspects under restructured National Watershed Development Programme for Rainfed Areas (NWDPA); capacity building of community organizers and orientation of extension officers in Andhra Pradesh on organization of Rythu Mitra Groups (Farmers Self Help Groups).

Media and Cyber Extension Management

The Extension System in India is undergoing a crucial phase of reforms. The systems at below district level are being reoriented to plan the extension strategy and also implement it through bottom-up process. Information Technology should be made available to those in need and adopting more knowledge intensive forms of agriculture.

Under this category, programmes which needed testing and validation were introduced, namely Use of the Mobile VSAT Video conferencing Van, Information Kiosks and Medium Wave Station.



2. PUBLIC EXTENSION MANAGEMENT

2.1 National Agricultural Technology Project (NATP)

MANAGE Interventions under the Innovations in Technology Dissemination (ITD) Component of NATP

The NATP project has been implemented across the country with a view to streamline the agricultural research process and methodology to make it farmer-driven. As part of the project, a pilot sub-project for testing out Innovations in Technology Dissemination (ITD) was undertaken in 28 districts covering 7 states. MANAGE was the designated organization to provide conceptual guidance, capacity building, operational backstopping, technical consultancy support, etc. for the implementation of the ITD component of NATP in all the seven states. The focus of activities shifted from stabilizing the project interventions in the existing districts of ATMA to other districts in the states where ATMAs have been successfully implemented. Various activities undertaken by the consultants during the period under review are given here.

Orientation to IDWG

Orientation of Inter-Departmental Working Group (IDWG) members comprising of Additional Secretary, Agriculture along with Directors of Agriculture, Animal Husbandry, Fisheries, Soil Conservation, PAMETI from Punjab was taken up. This resulted in very successful support to the project from the state government in Punjab.

Capacity Building

As a continuing effort to strengthen the activities and role of state consultants, a workshop for state consultants was conducted during September 10-12, 2003 at MANAGE, Hyderabad. The focal point of this workshop was to orient the consultants on the methodology and modalities for documenting success stories in each of the states. A common format was provided during this workshop so as to document the success stories for comparison between ATMAs and states and to draw appropriate lessons.

A workshop was conducted for Directors and faculty of SAMETIs at PAMETI, Ludhiana in June 2003. The focus of this workshop was to orient them to the roles SAMETIs can play in the dynamic process of agricultural development in the changing context, the need for visualizing training as an intervention strategy to achieve the larger objective in development, various intervention methodologies apart from the basic concept of extension and its objective. The workshop also focused on the skills and capacities required by the institutions to support project interventions. Most of the SAMETIs represented found the workshop highly effective and beneficial.

Efforts were initiated to build up the capacity of the SAMETIs in all the states. A group of facilitators is being developed for each state drawing the officers from either SAMETI or link institutions in the state, under the supervision of MANAGE Facilitators. Fifteen programmes were organized to develop the managerial skills of the facilitators selected to operate from the SAMETIs in six states. This group of master trainers will carry forward the activities of project facilitation, supervision and follow up besides training at the state level.

Monitoring of progress of ITD through regional review workshops

MANAGE in collaboration with the Ministry of Agriculture conducted three regional review workshops during the year at SAMETI, Nagpur during January 2004, covering the states of Andhra Pradesh, Orissa and Maharashtra, at Ranchi during January 2004, covering the states of Bihar and Jharkhand, and at SAMETI, Shimla in Himachal Pradesh during February 2004 covering the states of Punjab and Himachal Pradesh. The workshops provided for intensive review of implementation, issues faced by the ATMAs and SAMETIs apart from physical and financial progress. The proceedings of the review meetings have been brought out and circulated and the issues raised are being addressed at various levels.

Documentation of success stories

Efforts were made towards documenting the success stories and other experiences of the ATMAs in implementing their activities under the project. Two workshops on documentation of success stories were conducted at PAMETI and Bhubaneswar. In the first step, 15 success stories have been documented and analyzed and are ready for publication. In the second step, 20 success stories have been documented and are being finalized by different ATMAs in Orissa. Success stories have also been received from 20 ATMAs.

Extension of ATMA model

Based on the experiences of selected ATMAs, which are being successfully implemented, efforts were initiated towards extending this model to other districts of the state. As a precursor of this activity, banner programmes were conducted in the states of Himachal Pradesh, Punjab, Jharkhand and Bihar for orienting the officers of non-NATP districts to the ATMA model of extension and its operational modalities. The efforts undertaken have resulted in creating awareness and greater interest in this approach.

Support to PME Task Force at NCAP

A meeting of the Project Monitoring and Evaluation task force was held in MANAGE, Hyderabad during September 2003 to orient the task force members on the SREP methodology and the operation of research extension linkage mechanism being developed in the state of Orissa. As a follow up of this activity, it was decided that NAARM would undertake a study to understand the mechanism being developed in different states, identify the possible linkages between ICAR supported programmes like IVLP and suggest modalities for up scaling and extending the linkage mechanism in different states of the country.

Project monitoring through Videoconference

MANAGE has provided videoconference connectivity to all the SAMETIs under NATP. The main objective was to provide connectivity for interaction between MANAGE faculty and the SAMETIs either for project monitoring or for undertaking sessions for the SAMETIs. This facility is being used by MANAGE consultants for interaction with SAMETIs.

Participation in international workshop

National Consultants from MANAGE participated in the regional workshop on operationalization of agricultural extension reforms in South Asia in New Delhi organized by the Ministry of Agriculture and World Bank during May 2003. During the workshop, the experiences of ATMA model were shared with the participants who evinced keen interest in this approach, specially looking at the flexibility the model provided for the extension personnel. There is a scope to expand our activities of promoting ATMA model under various projects in the South Asia region.

Participation and support to the World Bank Mission

During the period, a presentation was made to the World Bank Team on the extension reforms being promoted through the ITD component and its implications. The team participated in discussions and the wrap up meeting of the World Bank Mission.

Support to Ministry of Agriculture

MANAGE as a technical arm of the Ministry has been providing advice and support to various activities of the Ministry. MANAGE has been a member of the TDU and TDMC of the NATP.

Advisory support to the ATMA districts

As a project consultant to ITD at MANAGE, most of the ATMAs, SAMETIs and the nodal officers at the state level contact MANAGE for guidance and advise in the implementation of project activities. Considering each situation and the context in which the institution is operating, specific support was provided to the concerned organizations.

Information Technology (IT) Support

The focus of IT interventions during the period was to operationalise the concept of Info shops in ATMA districts and integration of media and ICT in agricultural extension. In this direction, MANAGE in consultation with SAMETIs conducted six courses focusing on Info shops, two on IT skill development for FIAC members and seven courses on use of media and ICT in agricultural extension. MANAGE consultants provided the design, the technical

content and the outline of the courses apart from identifying the resource persons. The programmes were delivered by the SAMETIs with the help and coordination of the state consultants. Two workshops on capturing success stories of IT in NATP were organized by MANAGE.

State Consultants

The project provided for appointment of one consultant in each state to be the representative of MANAGE and oversee the operationalization of the project in the state. Accordingly, efforts were made by MANAGE to appoint state consultants for each of the states. Some of the states had full time state consultants. In the remaining states, necessary support was provided from within MANAGE.

Future activities and emerging issues

The role of MANAGE in the implementation of ITD component of NATP project has been validated by various missions earlier, apart from the field response in all the states. Three major requirements were indicated by the World Bank during their mission last year viz., (a) Documentation of success stories; (b) Documentation of reforms process and (c) Work on project completion report. In this aspect, documentation of success stories has already been initiated. The documentation of the reforms process is under progress and would be completed by September. The project completion report will derive bulk of its input from the documents on 'Success Stories' and 'Reforms Process'. MANAGE will also support Ministry of Agriculture, to get the ATMA model mainstreamed in the 25 states during the Tenth plan period.

2.2 Participatory Adaptive Research Project

The Participatory Adaptive Research (PAR) Project was sponsored by Tribal Welfare Department, Govt. of Andhra Pradesh. The implementation of the project was confined to 3 tribal districts i.e., Adilabad, Khammam and East Godawari. The Adaptive Research was again narrowed down to 3 ITDAs namely, Rampachodavaram of East Godawari District, Badrachalam of Khammam District and Utnoor of Adilabad District.



The Specific objectives of the PAR were; (i) to test technologies, developed at Research Stations in the farmer's fields and test their operational feasibility, economic viability and site-specific suitability (ii) to modify / refine on - station technologies to suit farmer and location specific requirements (iii) to identify and validate indigenous technologies and integrate them into recommended farming systems for wider adoption (iv) to develop appropriate extension recommendations based on field tests and farmer interactions.

The project came to an end in March 2003. The impact evaluation of the project was carried out in all the 3 centres and the major conclusions and policy implications emerging from this study are as follows:

1. The project has indeed shot up the yield level in varieties of crops where interventions have been made and has resulted in reducing the yield gaps. The reduction in yield gaps is a positive feature in increasing the production and income of the farmer by increased marketed surplus. However, this has been confined to selected farmers, who came under the PAR project. The results of this action research need to be tried and replicated with other farmers in the same village as well as other farmers outside the village.

2. The introduction of a second crop in the field having residual moisture enabled the farmer to increase his income and thereby in improving his economic status and nutritional security. This success in the project area can be replicated elsewhere with the same agro-ecological situations.
3. Introduction of inter cropping in the area has given a tremendous boost in augmenting the income of tribal farmers. Efforts should be made to spread this concept to other farmers of the village since it was given as a trial to the adapted farmers.
4. Plantation of fruit crops viz., cashew, tamarind, mango, jackfruit, guava and sapota has been very successful in the project area. This has helped farmers to improve their income in addition to maintenance of the soil fertility by way of checking the run-off.
5. The tribal farmers need nutritional security in addition to food security. To achieve This, a variety of green leafy vegetables and other vegetables in addition to those existing were taken up. This has given a boost to the income level of the tribal farmers in the area.
6. Under Farming Systems Approach, introduction of horticulture, livestock, poultry etc., have ensured sustainable income for the tribal farmers in the project area.

While a lot has been done in the tribal areas for the selected farmers under the PAR Project, a lot more needs to be done to replicate the technology that is fine - tuned to others tribal areas.



3. NATURAL RESOURCE MANAGEMENT

During the year under review, emphasis has been on capacity building of: (i) managers and trainers on management and social aspects under restructured National Watershed Development Programme for Rainfed Areas (NWDPR) (ii) Post project sustainability of ongoing watershed programmes and (iii) capacity building of community organizers and extension officers on organization of Self Help Groups and Rythu Mitra Groups. Highlights of the activities are given below:

1. Building the capacity of officers and trainers on management and social aspects under restructured NWDPR

The restructured NWDPR funded by the Ministry of Agriculture is being implemented in practically every state. High priority was given to orient concerned officers and trainers on management and social aspects of the new guidelines. Around 555 officers and 20 trainers were oriented at MANAGE on the following aspects:

Management aspects

- Steps and procedures for preparation of annual action plan through demand driven and participatory approach for all components under the watershed programme (organization of community, training of different stakeholders, development of natural resources, development of livelihoods, etc.)
- Steps and procedures for implementation of watershed programme without involving contractor/contractorship.



Social aspects

- Organization of community into a self-reliant institutional set-up at the village level.
- Facilitation of social regulation (to be adopted by the community) for sustainable management of common property resource (biomass in common land, ground water etc.)

These courses were designed to achieve two specific objectives:

- Institutionalization of the principles of project management not only in case of hardware components like development of natural resources, improvement of livelihoods etc., But also for software components like capacity building, community organizations, etc.
- Integration of the software components indicated above with the project cycle so that these aspects do not become stand-alone activities (merely for utilization of allocated budget) but actually get integrated with the mainstream of developmental activities at appropriate periods.

2. Post project sustainability under the ongoing watershed programme

Sustainability of interventions under the watershed programme continues to be a challenge particularly in cases where government funds are used. This is happening despite the fact that participatory approach is being facilitated on a large scale through the adoption of revised guidelines of the Ministry of Rural Development since 1995 and also of the Ministry of Agriculture since 1999.

Many of the bilateral and multilateral watershed projects (which are implemented through the government setup) are now taking keen interest in addressing the above concern. Special efforts are being made to focus on this agenda during the consolidation phase (last 1-2 years) of these projects. In this connection two working group meetings / workshop of project partners were organized during this year to evolve strategies / approaches for the exit phase in such a way that post-project sustainability of various interventions under the watershed programme would be enhanced. These workshops were organized for the concerned officials at different levels who are associated with KAWAD watershed project in Karnataka (funded by DFID) and KWDP project in Karnataka (funded by DANIDA).

As a part of this workshop a management tool has been developed for assessing the status of sustainability of various interventions at early stages so that necessary corrective measures can be adopted: In addition, available options for addressing the issues related to sustainability have been consolidated so that these could be considered during the consolidation phase for minimizing the problems in the post-project period.

3. Capacity Building of Community Organizers

Analysis has shown that lack of sustainability of physical structures is essentially due to lack of sustainability of social structures created under the project. Hence an initiative was taken to evolve modalities for capacity building of community organizers in a manner so as to sustain social and physical structures even beyond the project period. A total of nine programmes were organized on this aspect during this year.

A beginning was made to generate a working experience on this aspect with community organizers associated with a women's society in Deoria District, Uttar Pradesh with emphasis on organizing not only women SHGs but also men SHGs and use the groups as a social foundation to evolve management bodies at the village level and above. This experience has given useful insight and based upon this, efforts were made to build the capacity of farmer groups (Rythu Mitra Groups) in Andhra Pradesh.

4. Orientation of Extension Personnel of Andhra Pradesh about organization of Rythu Mitra Groups (RMGs)

The State Department of Agriculture, Andhra Pradesh had a plan to organize 2.0 lakh RMGs on the pattern of SHGs. The Department approached MANAGE to orient extension officers of all the 22 districts of the state. In the first phase, the Extension officers were oriented about sustainable organization of RMGs on the pattern of successful experience with women SHGs in Andhra Pradesh. A training module was designed and developed on operationalization of RMG scheme in Andhra Pradesh.

The orientation was carried out through the use of mobile videoconferencing technology, which helped in achieving the objective in a time saving and cost effective manner.

As a part of the above programme, a state level workshop was also organized with a view to develop a strategy for implementation of various agricultural development schemes through RMGs. In order to carry forward the work, a series of training programmes for master trainers at the district level are proposed in the coming months.

Future

In future greater emphasis is to be laid on organization of sustainable groups and their federations. This is considered to be a crucial requirement as the sustainability of physical structures under the Watershed Programme depends largely upon sustainability of the social structures. Besides this, development of livelihoods (land based and non-land based) shall also receive focused attention as an integral part of the watershed programme. This is based on the learning from the projects wherein, it was found that while different soil and water conservation works catered to the needs of the land owners, alternative measures and interventions need to be developed for equally important target groups i.e., the landless, marginal and other vulnerable groups. It has been well documented that income generating activities and enterprises need to be promoted through the community based organizations after they have been formed and organizationally consolidated.

4. PUBLIC - PRIVATE PARTNERSHIP IN EXTENSION MANAGEMENT



4.1 Agriclincs and Agribusiness Centres Scheme

Over 11,900 graduates from Agriculture and allied sectors pass out from Agricultural Universities every year. However, only 2000 find employment both in the Government and Private sectors. Thus around 9,900 graduates every year are available for supporting the agricultural production process if viable business opportunities could be realized. At the same time, public extension is shrinking, paving the way for wide extension gaps at a time when Indian Agriculture is facing more challenges than ever before. This context of an extension gap and availability of a vast reservoir of untapped resource of agriculture graduates gave birth to the centrally sponsored "Agri-Clinics and Agri Business Centres" scheme.

Launched by the Ministry of Agriculture, Government of India, in association with NABARD, SFAC and MANAGE, this programme aims to provide accountable extension services to farmers through technically trained agriculture graduates at the village level. The scheme has accepted the challenge of changing the attitude of agriculture graduates from being job consumers to job producers. It also aims to change the attitude of farmers and motivate them to avail extension services through private sources for their prosperity.

Agriclinics are envisaged to provide expert services and advice to farmers on cropping practices, technology dissemination, crop protection from pests and diseases, market trends and prices of various crops in the markets and also clinical services for animal health etc. which would enhance productivity of crops / animals. **Agribusiness Centres** are envisaged to provide input supply, farm equipments on hire and other services.

Objectives

- To supplement the efforts of the government extension system
- To make available supplementary sources of input supply and services to needy farmers
- To provide gainful employment to agriculture graduates in new emerging areas in agricultural sector.

Training

Training programmes have been launched throughout the country to prepare the professionals in entrepreneurship and AgriBusiness Ventures. Training is provided to selected candidates through 66 reputed training organizations spread across the country. The training is free for a period of two months and the candidates are provided training within their state. The programme is provided in three phases, viz., exposure to different agri-ventures, market survey and preparation of bankable projects. At the end of the programme, it is expected that Agripreneurs get an exposure, understanding of ground facts and confidence in their own projects. The entire training programme is funded by SFAC and MANAGE is the nodal agency for imparting training. NABARD is actively associated with the programme at all stages.

Hand holding facility

Post-training, one-year handholding facility is provided to all the trained Agripreneurs through respective training institutes. It is an in-built institutional mechanism, which facilitates establishment of enterprises by clearing the bottlenecks in the field.

Agripreneurship Development: Progress

The scheme has attracted the attention of a large number of unemployed agriculture graduates. Over 22091 graduates have applied, representing all the states. MANAGE has established a network of around 66 reputed training organizations in the country to train the agripreneurs in this massive training exercise. Over 4854 graduates have completed the training. The immediate impact of the scheme is visible now. About 978 trained agripreneurs have started Agri-Clinics and Agri-Business Centres undertaking a variety of agripreneurial activities in different parts of the country.

Convergence

Two regional level workshops of Nodal Officers under Agriclincs and Agribusiness Centres Scheme were organised at NIAM, Jaipur and MANAGE, Hyderabad in order to bring convergence between two Central Government Schemes namely Agriclincs and Agribusiness Centres Scheme and Rural Godowns Scheme. As a result, many training institutes under the scheme conducted programmes on Rural Godowns Scheme also.

Agripreneurs Association of India (AAI)

Trained agripreneurs have organized themselves in the form of “Agripreneurs Association of India (AAI)” with a view to provide additional support to agripreneurs.

Videoconferencing Connectivity

To provide information and a resource sharing mechanism among the participating training institutions, a video conferencing (VC) network was established connecting 22 institutions in the first phase. This multiple site connectivity has helped the participating institutions to have face-to-face dialogue, take crucial decisions on training infrastructure, training modules, discuss administrative and other issues expeditiously.

Documentation and Dissemination

Website and Discussion Forum. MANAGE has hosted a website at www.agriclinics.net to provide information on the Agri-Clinics and Agri-Business Centres Scheme. The website provides up-to-date information on the scheme, training institutes, training and success stories, can be accessed. The web site serves as single window of information on the scheme. A Forum on the web facilitates sharing of ideas, among the agripreneurs. This is a virtual platform to enable agripreneurs, to communicate and share their experiences, innovations, interesting developments, problems, progress and other issues with other agripreneurs, scientists and professionals. The forum set up on November 27, 2002, currently has 330 members.

Publications/Films. To create awareness about the scheme among stakeholders one book was published, six films were developed and circulated to all the stakeholders.

Capacity Building. Training programmes were conducted on various issues of Agripreneurship development both in MANAGE and off campus.

Research. Many Agricultural Universities have initiated research on Agripreneurship Development at post-graduation level.

Farmer leaders and members of FIGs and FOs in different states have been oriented to the benefits of this scheme.

4.2 Private Extension Initiative: Diploma in Agricultural Extension Services for Input Dealers (DAESI)

A Diploma course in Agricultural Extension Services for Input Dealers (DAESI), the first such Programme in the Country, was launched by MANAGE on July 6th, 2003. Twenty-nine agri-input dealers of Ranga Reddy District of Andhra Pradesh enrolled for the One-Year programme.

The objective of the programme is to transform input dealers into para-professionals and enable them to serve the farmers better, thereby strengthening the extension system. The course builds their capacity in handling field problems and extension communication abilities while increasing their skills in dealing with inputs and discharging regulatory responsibilities. The methodology of this course is in a distance education mode through supply of literature, classroom interaction, field visits, practical exercises, use of Radio, Television, Information Technology, etc. The performance of the participants is evaluated through bi-monthly quiz tests, half-yearly and final descriptive examinations. A candidate must secure 40% of the total 150 marks and have 80% attendance to obtain a diploma.



In response to the demand for the DAESI diploma from the input dealers in Ranga Reddy district of Andhra Pradesh, MANAGE launched a second batch with 23 participants from November 1st, 2003.

DAESI in Tamil Nadu

MANAGE has also franchised the diploma to Tamil Nadu Agricultural University (TNAU). The programme was launched on February 15, 2004 with 24 participants for Coimbatore district and is successfully being conducted. MANAGE would like to extend the diploma to other parts of the country through State Agricultural Universities (SAUs) and ICAR institutions.

The first batch of the DAESI programme will complete the course by 30th June 2004.



Networking Agricultural Training Institutions through the Cyber Corridor

To provide information and a resource sharing mechanism among the participating training institutions, a video conferencing (VC) network was established connecting 22 institutions in the first phase during 2002-03. During 2003-2004 MANAGE extensively used this network which now networks 39 Centers of Excellence in Training across the country.

Reaching the last Mile through the Mobile Van

A new technology, the Mobile VSAT Video Conferencing Van, was extensively used for Farmers Training in Andhra Pradesh. The technology liberates the Video Conferencing Services from fixed conference Halls to the rural communities- the farmers in their own environment. The VSAT Van provides 384 kbps dedicated bandwidth using Satellite Communication between the Mobile VSAT Van and the Fixed Video Conferencing system at MANAGE. The technology facilitated interactions between farmers in the villages with scientists and officials at the hub in MANAGE. Over 700 sessions were conducted using the two-way video conferencing facility of the VAN. All the 22 districts of Andhra Pradesh were covered through the Mobile Van to train Rythu Mitra Groups by the Department of Agriculture, Andhra Pradesh.

Kisan Call Centers

The Ministry of Agriculture, Government of India, launched Kisan Call Centers across the country to deliver extension services to the farming community. The purpose of these Call Centres is to respond instantly to issues raised by farmers in the local language. To access this service, the farmer has to call a four-digit toll free number 1551 (which lands at the nearest call center) and ask the question in the local language. Working 24 /7, to start with, 11 such call centers have been established countrywide as on March 31, 2004. These call centers support the farmers in vernacular language and employ the locals, with agri-knowledge, to answer the queries.

The call centers operate at three levels; viz., Level I provides immediate replies to farmers' queries. More complex questions are transferred to specialists at Level II, at State Agriculture Universities, Departments of Agriculture, Horticulture and Animal Husbandry etc. Level II would refer questions that still remained unanswered to experts at Level III for reply through phone, post or personal visit. These call centers have specific code of escalating queries. There is a panel of experts involving academia and scientist community, which answers very specific questions.

The guidelines for Kisan Call Center were formulated by MANAGE. Four training programmes were conducted in the months of December, 2003 and January, 2004 for Level II functionaries of Kisan Call Centers of North East Region at Vivekananda Kendra, Guwahati, Assam, at NIAM, Jaipur, Rajasthan, and at MANAGE, Hyderabad, Andhra Pradesh. A national level training for all the Level III functionaries was conducted at MANAGE, Hyderabad, Andhra Pradesh.

MANAGE has been identified as one of the nodal centers (Level III) to manage the Hyderabad Kisan Call Center for Andhra Pradesh state. Besides, it also acts as one of level II functionaries responding to the queries related to issues on agriculture extension and the ongoing activities of MANAGE. Being at level III, MANAGE is receiving escalated calls, both CSR (Customer Service Representative) and IVR (Interactive Voice Recording).

CSR calls are escalated under two conditions viz., if the caller wants written information or if none of the subject matter specialists are available. The total calls received by Hyderabad Kisan Call center were 3683 from January 21st to March 31st 2003 of which, MANAGE has received 473 calls. These calls were responded to immediately by telephone if the farmer had a telephone number and sent by post if he wanted written information and if he did not have telephone facility.

Wireless in Local Loop

Wireless in Local Loop (WiLL) project initiated at Achalpur Taluks of Amaravathi district has also become fully operational and over 20 villages are now having on line access to Internet facilities. N-Logue is now tying up with ITC e-Chaupal to provide more content to the farmers. MANAGE is continuously supervising this project under NATP.

6. MASS MEDIA SUPPORT FOR AGRICULTURE EXTENSION



Appropriate use of media for improving communication has been an area of focus. Mass media and print media have been the traditional friends of extension. To augment the gaps in agriculture extension services, the Ministry of Agriculture, Government of India has taken up an initiative on “Mass Media Support for Agriculture Extension”. The primary objective of this initiative is to use electronic media (TV and Radio) to reach a wide audience to deliver relevant programs for farmers and other stakeholders involved in farm extension services including public, private and NGO systems. As a part of this project, the following workshops were conducted at MANAGE, Hyderabad.

1. Narrow casting on Doordarshan: Learning from each other.

This was organized during January 2-3, 2004 to develop a common understanding and learn from each other on the project modalities and network within and outside the public domain; and to plan for content creation, delivery and coordination mechanism for implementation of the project. Thirty-eight representatives from Ministry of Agriculture, Govt. of India, Doordarshan and other media experts participated in this workshop. The need for a coordinated effort at the district level to make this initiative a success was stressed.

2. Design workshop on Mass Media Support for Agriculture Extension

A select group of experts from media, agricultural departments, EEIs and other institutions participated in the workshop organized during March 19-21, 2004 at MANAGE. The workshop was organized to design the training modules, content creation and development of reading and reference material for master trainers and district level implementation functionaries; and to develop a plan of networking with relevant individuals and institutions for various tasks to be performed under the implementation of this project.

Some of the tasks carried out during the workshop related to training of master trainers; training of district level implementation functionaries; handholding support for trainers at state and district level; certification, accreditation and recognition of mass media resource; action research and concurrent evaluation; documentation and dissemination.

RythuVani: Medium Wave Radio launched for Ranga Reddy District, Andhra Pradesh

MANAGE has launched a medium wave broadcast “Rythuvani” for the benefit of the farmers of Ranga Reddy District. Rythuvani is broadcasting its programmes daily in three chunks at 6.30 am, 12.50 pm and 6.25pm. Various topics relating to Agriculture Horticulture, Animal Husbandry and Allied Production activities, Rural Development, Agricultural News and Tips, Market rates, Agri-business, Weather etc. are covered in the broadcast.



As “Rythuvani” is a new venture in Ranga Reddy district, wide publicity was given through electronic and print media and personal contacts. Continuous efforts are being made to revise and improve the quality of the programme based on the feedback gathered through personal visits and Video Conferencing sessions with the farmers. So far the team has visited 25 villages, covering 13 mandals and interacted with 900 farmers through personal visits. The team is also continuously in touch with the farmers through video conferencing and till date they have interacted with 1100 farmers through these sessions. During these interactions, the Rythu Vani team is trying to focus on the group leaders of Rythu Mithra (Farmers' Self-Help Groups), Youth Clubs, Women Self Help Groups, Progressive Farmers and Village Sarpanch and other prominent leaders in the villages and collect feed back on the overall effectiveness of the programme. Their information needs with reference to various production and social activities that are relevant to them, are being collected based on which the programmes are chalked out for broadcast.

Rythuvani has completed almost seven months since its inauguration and the feed back of the farmers is as follows:

1. Farmers and conveners of Rythu Mithra groups of the region are now aware of Rythuvani broadcast. They have been enquiring about the details of the programme over phone
2. A considerable change in listening attitude of the farming community has been observed and they are showing interest in the programme
3. Farmers expressed that the information is specific to their day to day problems and this facility should be extended to other districts also as it will help the farmers get timely information.
4. Wherever the radio sets are not in working condition the village sarpanches have volunteered to purchase new sets along with loudspeakers and install in gram panchayats. Several Rythu Mithra and DWCRA groups would also like to have separate transistors for the group's use.

Medium Wave Radio - “Rythu Vani” - has given us advance experience for implementation of the project on “Mass Media Support to Agriculture Extension”.

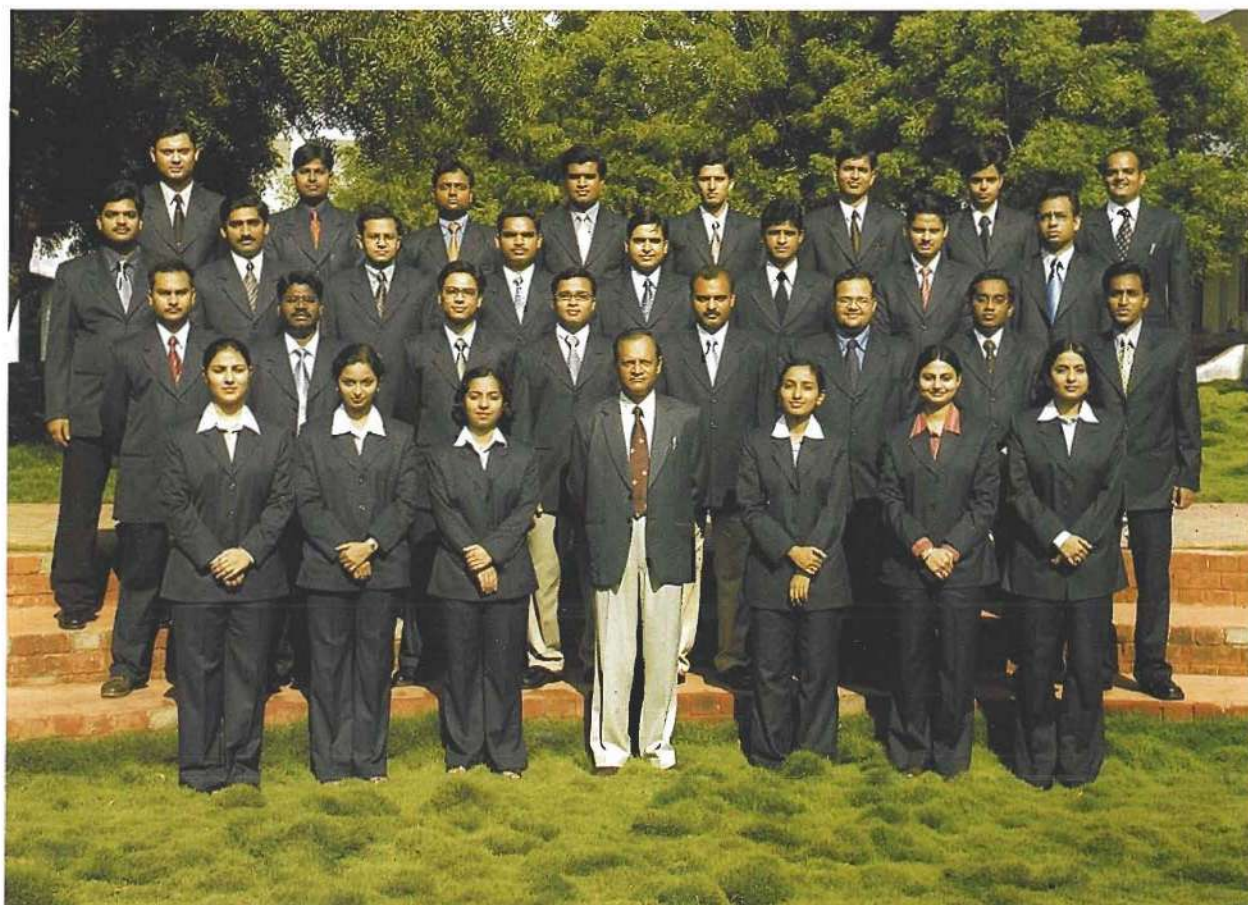
7. MANAGEMENT EDUCATION

7.1 Post Graduate Programme in Agri-Business Management (PGPABM)

The two-year Post Graduate Programme in Agri-Business Management launched in 1996 has proved to be a successful venture in creating a model of management education focused on the specific context of agri-business. Rated as Second Best among the sectoral schools in the country during 2002, this programme is aimed at enabling meritorious agriculture graduates acquire technical competencies to function as effective techno-managers in agri-business companies.

Partnership with NIAM, Jaipur

A sub-centre of PGPABM has been launched at the National Institute of Agricultural Marketing (NIAM), Jaipur. The two batches have been successfully placed in Agri-business companies.



Admissions 2003-05

A Computer Based Objective Test (CBOT) was conducted on May 18, 2003 in 12 SQL centers and 57 candidates were selected, 30 for MANAGE, Hyderabad and 27 for NIAM, Jaipur. The State Agricultural Universities and the states are well represented among the selected candidates.

Summer Placement

First year students are involved in a summer project, on assigned topics, with the companies for about 8-10 weeks during May and June. This project carries 10 credits and the guidance and evaluation of these assignments are offered by the project guide from the company. All the students of PGPABM 2002-04 are placed with the agri-business companies for their summer projects.

Industrial Visit

The industrial visit was taken up by the final year students of PGPABM 2002-2004 batch during October, 2003. Ten teams visited about 180 agri-business companies covering major locations like Mumbai, Delhi, Chennai, Bangalore, Pune, Trivandrum, Kolkata and some smaller locations in and around these big cities. The purpose of the industrial visit was to apprise the agri-business companies about PGPABM, the unique features of this programme, explore possibilities of employment and summer placement with the companies, exchange of feedback about the course and the students, knowing expectations of the companies and rapport building. Students during the presentations highlighted key features of the course, interacted with the senior executives of companies and briefed about placement procedure and profile of the students. A copy of the placement brochure and film was left behind with the company. This was later on followed up to receive the requirements and feedback from the companies.

Placement 2002-04

The placement of PGPABM 2002-04 began with pre-placement talk opening on 25th November, 2003, and was completed within the designated week during January 5-10, 2004 for final placement. The sectors wherein the students were placed include input companies, food and retailing sector, banking, consultancy services and agri-export. Details are given below:

Sl.No.	Name of the companies	No. of students
1.	ITC IBD	01
2.	ITC ILTD	01
3.	Dabur	01
4.	ICICI Bank *	01
5.	De-Nocil	02
6.	Advanta	02
7.	VKL Spices	02
8.	Corromandal Fertilizers	02
9.	Global Trust Bank *	01
10.	Wockhardt	02
11.	J.K. Seeds	02
12.	DSCL	01
13.	TATA Rallis	02
14.	DS Group *	02
15.	Tinna Oils and Chemicals *	01
16.	AFCL *	01
17.	Commodity India	01
18.	UPL	02
19.	Tata Chemicals	02
20.	Radha Krishna Food Land	01

* New Companies

There were 45 placements offered to the students from 20 companies.

Admissions 2004-06

The process of admission for the 9th batch has been initiated and 702 applications have been received against the advertisement released.

7.2 Post-Graduate Programme in Agriculture Journalism and Mass Communication (PGPAJMC)

Based on our experience with the Post Graduate Programme in Agri-Business Management and the brand equity it has created in the market, MANAGE started a one year Post-Graduate Programme in Agriculture Journalism and Mass Communication in February, 2003. This course is the first of its kind in the country.

This programme aims at moulding young agriculture graduates to become hard-core agri-journalists. This course not only offers fundamental knowledge in the classroom but also hands on practical knowledge. The PGP-AJMC students have been extensively trained to produce newspapers, television programmes and radio spots according to their preference and competence. At the end of one year, students are expected to fit into many roles that the mass media offers including: reporter, presenter, scriptwriter, editor, programme director, corporate communication professional and media entrepreneur.

Admissions

A total of 24 candidates were selected. The State Agricultural Universities and the states are well represented among the selected candidates.

Course

The duration of the course was 8 months divided into 3 trimesters starting from February to September covering major subjects like Mass Communication, History of Journalism, Media Laws and Ethics, Print Media, Society and Development, Broadcast Media, Principles of Advertising, Principles of Public Relations, Fundamentals of Media Management etc.

In the final Trimester, the students were engaged with reputed media houses like Zee, Sahara, Star, Asianet, ANI, Hindu for one to two months at different places in the country. This helped the students to gain hands-on-experience in the field situation and enabled them to acquire the necessary skills to become journalists.

Placements

The students of PGPAJMC after completing the course work including internship in reputed media houses were placed in the month of January, 2004 in the media and developmental sector. The details of their placement is given here:

Sl.No.	Name of the Media House / NGO	No. of students
1.	Commodity India	01
2.	Gomantak Times	01
3.	Agriculture Today	02
4.	Sudarshan Chemical Inds. Ltd.	01
5.	Morarka Foundation	01
6.	IIITMK	01
7.	ETV Annadata	01
8.	ANI, Chennai	02
9.	SAHARA	03
10.	ZEE	01
11.	Academy of Business Studies, New Delhi	01
12.	BAG Films, New Delhi	02
13.	Dhan Foundation	02
14.	Basix	02
15.	Business Star, New Delhi	01
16.	Krishak Jagat, Jaipur	01

7.3 Post Graduate Programme in Agri-Warehousing and Cool Chain Management (AWACCM - 2004): Preliminary Workshop



A workshop on Agri-Warehousing and Cool Chain Management (AWACCM) was organized on January 21, 2004 at MANAGE. This was a precursor to the launching of the Post Graduate Programme on Agri Warehousing and Cold Chain Management (AWACCM).

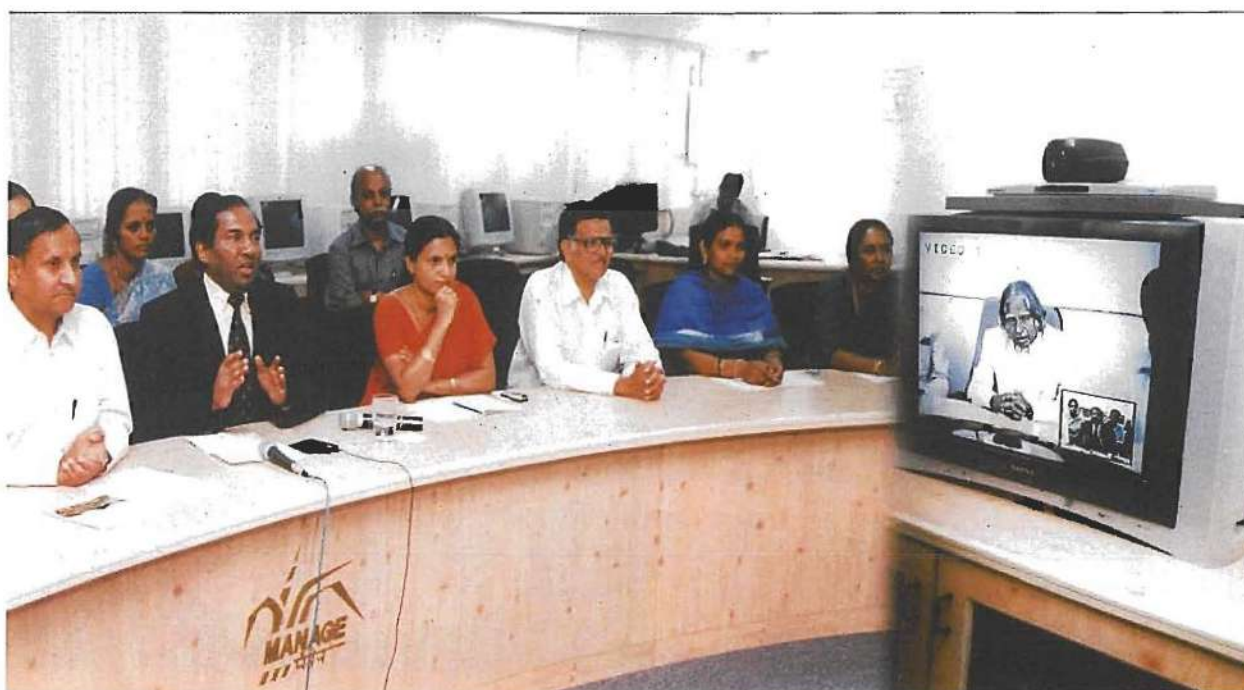
About 50 participants from various public and private institutions participated in the workshop to discuss on issues like curriculum development, for the proposed AWACCM programme, duration of the programme, course outline, issues regarding collaboration with other institutions, placements, etc. There was considerable optimism among the participants towards the programme. It was proposed to launch the Programme in April 2004.

8. INFORMATION SERVICES : The Cyberary

The Cyberary integrates state of the art information technology with traditional services to provide a single point access to information and a single point for information dissemination. The Cyberary provides information services to support training, teaching, research and consultancy programmes at MANAGE, disseminates information through publications and through the websites. The focus is on providing a gateway for clients, to access information resources as well as network with the whole world on the Internet and through the Videoconferencing Network.

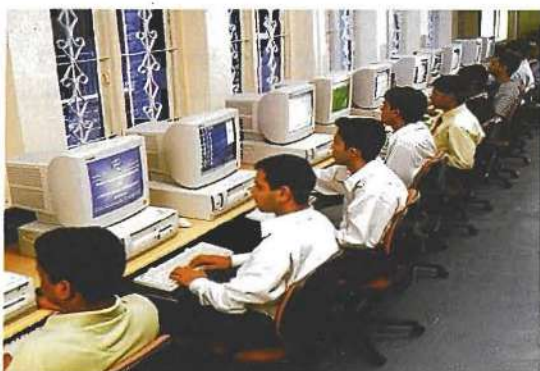
Information Access and Delivery services

Information resources include a collection of 11,200 Books, 170 journals, a collection of CD-ROMs and videos on various aspects of agriculture and management. The database of books, journals, articles and videos and CD-ROMs is managed through LIBSYS- library management software, and can be accessed through the on-line public access catalogue (OPAC) on the Local Area Network. The Cyberary has also been subscribing to electronic databases viz., PROWESS, IBID, India Trades, India Stats and Indian Harvest.



Services include provision of training, educational and research material; access to information and assistance in the use of information resources; reference services, literature search services. Development of a database of books and articles scanned from current literature is an on-going activity. Articles of interest to research and training activities at MANAGE, are abstracted and made available to Faculty through the OPAC.

Information Technology Services



A well equipped information technology centre with 85 systems connected to two 128 kbps leased lines with 24 hrs connectivity and a videoconferencing facility is available in the Cyberary providing a gateway to access information resources as well as network on the Internet and the videonet.

The **videoconferencing** network facilitates communication with nodal centers under the NATP, Agriclincs and Agribusiness centers scheme and other institutions. The videoconferencing facility on the first floor of the Cyberary facilitates communication with 40 nodal institutions, through the cyber corridor. During the period under review there were around 463 sessions with institutions on the network to discuss issues, share experiences, highlight initiatives and conduct training sessions.

Publications

As a part of information dissemination and publication activity a number of publications are brought out on aspects such as Natural Resource Management, Agribusiness management, Public Extension management, Agripreneurship and related areas on the regular basis. The publications are circulated among policy makers, senior administrators,



scientists of central and state governments, district, state, national and international organizations connected with agriculture and extension management. Many of these are available in full text on the website at www.manage.gov.in.

A list of publications published and disseminated during the period is given below.

Journal

Two issues of the MANAGE Extension Research Review, a bi-annual journal devoted to dissemination of knowledge in the field of Agricultural Extension Management.

Newsletters

The following newsletters were published during the period.

- **MANAGE Bulletin** (a Newsletter from MANAGE)
- **Indian Agripreneur** (a bi-monthly newsletter on the Agriclincs and Agribusiness Centres scheme)
- **Spice** (a bi-monthly newsletter related to Agri Business Management)
- **RMG Bulletin** a bi-monthly bulletin orienting on Rythu Mitra Groups
- **DAESI Newsletter** (Disseminating information on the DAESI programme)
- **MANAGE-ODI Natural Resource Perspectives series**
(a MANAGE - ODI co-publication)

No. 86 - Decentralising natural resource management: lessons from local government reform in India June 2003, Pari Baumann and John Farrington

No. 89 - Livelihoods, chronic conflict and humanitarian response: a review of current approaches October 2003, Catherine Longley and Daniel Maxwell

No. 91 - Social protection and pro-poor agricultural growth: what scope for synergies? January 2004, John Farrington, Rachel Slater and Rebecca Holmes

Books

- Success stories of Agripreneurs under the Agri-Clinics and Agri-Business Centres scheme
- Strategic Research and Extension Plans for Palamu, Jamtara, Chaibasa and Rural Patna

VCDs/Videos

Video Films were brought out documenting success stories under the Agriclincs and Agribusiness Centres scheme, Facilitator development along with a corporate film on MANAGE.

Website management

The MANAGE website at www.manage.gov.in provides an interface to all collections and services and gives access to information on projects, training programmes and publications many of them full-text. Internet-based Library Services include links to important web sites, databases, Electronic journals, Library catalogues, discussion forums etc.

In addition to the MANAGE website, the Cyberary has also hosted the Agriclincs and Agribusiness Centers website at www.agriclinics.net and the Kisan Call Centers site at www.kisancallcenter.net. The Agriclincs site gives information on progress under the Agriclincs and Agribusiness centers scheme and initiatives by agripreneurs trained in different nodal institutions across the country. A Discussion Forum brings together around 330 agripreneurs across the country to discuss on issues and developments. The Kisan Call Centres site was launched to disseminate information on the Kisan Call Centers scheme.

Training

The center organizes training programmes for library managers and information scientists on new technology applications for information management and networking. During the period the Cyberary organized five training programmes on “Information Management and Networking” and “The Cyberary: a platform for Information Management and Networking”. Participants included information managers from agricultural research, extension and training institutions across the country.

Networking with Agricultural Information Centres

The Cyberary has been making attempts to establish linkages with agricultural research, extension and training institutions to enable information sharing.

Efforts are on for making the Cyberary a point for access to information and a facilitating platform for communication and networking, bringing together policy makers, extension managers, scientists and farmers.



9. DEVELOPMENT OF PHYSICAL INFRASTRUCTURE

The campus covers an area of 42 acres consisting of Academic buildings, Hostel, Recreational Facilities, Health Center, Residential area and Green house which are maintained in good condition as per standards and kept for optimum use.

As part of the conservation concept, the water harvesting structures developed under the watershed programme, vermiculture and sewage treatment process have been maintained and have helped in improving the resources and greenery on the campus.

Works taken up during the period for improving infrastructure facilities include integration of old and new Academic buildings; development of the area adjacent to the new Hostel building with an Amphi-Theatre, and completion of “Parikrama” a walker's pathway along the campus boundary.

10. ADMINISTRATION AND ACCOUNTS

Administration

The general supervision of MANAGE vests with the President, General Council, presided over by the Hon'ble Union Minister for Agriculture, Government of India. There are two Vice Presidents in the General Council; namely the Hon'ble Minister of State for Agriculture and the Secretary (Agri. & Coop), Ministry of Agriculture, Government of India. In the absence of the President, one of the two Vice Presidents, is nominated by the President, to preside over the General Council Meeting. The General Council is expected to meet at least twice every year.

The General Council exercises overall control and issues directions for the efficient management and administration of the affairs of MANAGE, besides nomination of members to the Executive Council; approval of annual budget and annual report and amendment of the Rules and Regulations of MANAGE, with prior approval of Government of India.

The General Council consists of 46 members drawn from different walks of life viz., Hon'ble Union Ministers, Secretaries from Agriculture Department, Planning Commission, Rural Development, Department of Personnel and Training, Agriculture Commissioners / Directors of State Agriculture Departments, Vice Chancellors from three Universities and other non-official members including MPs and MLAs and members nominated from Institutes in India working in agriculture development and allied fields, besides eminent persons who have made noteworthy contributions in the field of agricultural development and allied subjects. The Members, representing four zones of the country, are nominated by the Ministry of Agriculture, Government of India on rotation basis for a period of three years. The composition of the Members of the General Council may be seen at Annexure - I.

Subject to the overall control and directions by the General Council, the Executive Council is responsible for the actual implementation of policy matters, in accordance with the Rules and Bye Laws.

The Executive Council consists of 12 members with the Secretary (Agri. & Coop), Ministry of Agriculture, Government of India as its Chairman. The composition of the Executive Council may be seen at Annexure - II.

The day-to-day administrative functions are looked after by the Director General, who is the head of the Institute. He is appointed by the Government of India as the Principal Executive Officer and is responsible for smooth and proper functioning of administrative affairs. He exercises powers under the direction and guidance of the Executive Council. The Director General is assisted by Faculty, Administration, Accounts and Engineering Wings.

10.1 Faculty

Four Directors, five Deputy Directors, five Asst. Directors and eight Research Associates were working during the period under report. The profile of the faculty and officers may be seen at Annexure - III.

10.2 Administrative Support

The Director General is supported by an Administrative Officer on general administrative matters and a Programme Officer for conducting various training programmes.

10.3 Accounts Support

An Accounts Officer with four supporting staff assists the Director General in processing, maintenance and auditing of accounts.

10.4 Engineering Support

One Asst., Engineer (Civil) with the support of service staff looks after the construction and maintenance of MANAGE Campus.

10.5 Funds

MANAGE was included in the regular 9th Five Year Plan Project of the Ministry of Agriculture, Government of India and provisions were made for funding under the Plan. MANAGE is committed to attain self-sufficiency and trying to achieve this objective.



11. MISCELLANEOUS

Meetings

11.1 General Council

The 28th General Council Meeting and 29th Annual General Meeting were held on 9/7/2003.

11.2 Executive Council

Three meetings (44th, 45th & 46th) of the Executive Council were held on 8/7/2003, 23/9/2003 and 2/1/2004 respectively.

11.3 Financial Position

The Annual Accounts for the year 2003 -2004 have been audited by the Accountant General, A.P., Hyderabad.

CONCLUSION

With its established brand name, the Institute has added few more feathers to its cap by introducing new programmes like Diploma in Agricultural Extension Services for Input Dealers (DAESI), Post Graduate Programme in Agri-Journalism and Mass Communication (PGP-AJMC) and Post Graduate Programme in Agri-Warehousing and Cold Chain Management (AWACCM) during 2003-04. Process has been initiated to replicate DEASI programme in other parts of the country. Continuous efforts are being made to update the curriculum of the PG programmes as per the demand of the market.

MANAGE with its main stream of activities in the areas of Extension Management Training, Management Education, Consultancy, Research, Information and Documentation is in the process of developing a road map for the next few years in order to meet the demands of its clientele in the agricultural sector. Efforts will be made to strengthen the in-house faculty resources to deliver the best output particularly in the new areas like media and marketing. MANAGE would also concentrate on developing short and long term work plans to make the institute financially self-reliant.

ANNEXURE - I

Composition of General Council of "MANAGE" (as on 31.3.2004)

Rule No.	Composition of General Council	S.No.	Name & Address of the Member
i	President of MANAGE: The Minister In charge of the Ministry / Department, Government of India dealing with MANAGE.	1	Shri Rajnath Singh Hon'ble Union Minister for Agriculture Ministry of Agriculture Krishi Bhawan New Delhi - 110 001
ii	Two Vice-Presidents of MANAGE: The Minister of State (A&C) and Secretary, Department of A&C Ministry of Agriculture.	2	Shri Hukumdeo Narayan Yadav Hon'ble Minister of State for Agriculture, Ministry of Agriculture Krishi Bhawan New Delhi - 110 001
		3	Smt. Radha Singh, IAS Secretary (Agriculture) Dept. of Agriculture & Coop., Ministry of Agriculture Krishi Bhawan New Delhi - 110 001
iii	Four persons from non-official Institutions in India working in Agricultural Development and Allied fields - To be nominated by the President of the MANAGE as Members	4	Shri M.J. Khan President Centre for Agriculture and Rural Development C-17, 3 rd Floor, Lajpat Nagar -1 New Delhi - 110 024
		5	Shri U.D. Trivedi General Secretary Bhartiya Gyan Veethika 21/1013, Sector 21, Indira Nagar Lucknow
		6	Shri Suresh Gupta Ganga Foundation Z-63, Mansarovar Colony Near Sail Hospital Moradabad

iv

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

- 7 Shri Mukesh Gupta
Project Director
M.R. Morarka, GDC Rural
Research Foundation
RIICO Gem Stone Park, Tonk Road,
Jaipur.
- 8 Dr. Y. Sivaji
Ex-M.P. Guntur
Brindavan Gardens
Guntur - 522 006
- 9 Dr. Yashveer Singh
75, Sidharth Enclave
Opp. Maharani Bagh
Ashram Chowk
New Delhi - 110 014
- 10 Shri Prem Singh Chandumajra
H.No. 103, Phase 2
S.A.S Nagar, Mohali
Ropar Dist.,
Punjab - 160 055
- 11 Shri Mahendra Shastri
S/o. Thakur Singh
H.No. 40, Motibagh Doongri
Alwar
Rajasthan
- 12 Shri Suresh Pathak
R/o. 8-Bharatpuri Colony,
Dhara Road,
Faizabad, Uttar Pradesh
- 13 Shri Janardhan Puthiyapa
Matsya Pravarthaka Sangham
Kinattiyolakath, Puthiyappa P.P
Puthiyangadi Kozhokode Dist.
- 14 Shri Chodaraju Krishnam Raju
Tetagunta Via Annavaram
East Godavari Dist.

- | | |
|----|---|
| 15 | Shri Ashok Kumar Yadav
Bagali Tola
P.O. Laharia Sarai
Dist. Darbhanga
Bihar |
| 16 | Shri S.P. Singh Nodal Officer,
Agri-Clinics and Agri-Business
Centres Cell Sri Maa Guru
Gramodyog Sansthan 15/144,
A.K. Bharlai Shivpur
Varanasi 221 003 |

Ex Officio Members

- | | | | |
|-----|--|----|---|
| v | Director General, NIRD | 17 | Shri Lalith Mathur, IAS
Director General
National Institute of
Rural Development,
Rajendranagar,
Hyderabad - 500 030 |
| vi | Director General, ICAR | 18 | Dr. Mangla Rai
Director General
Indian Council of
Agricultural Research
Krishi Bhawan,
New Delhi - 110 011 |
| vii | Additional Secretary and Joint
Secretary incharge of Extension
and Financial Adviser in the
Ministry / Department of Govt.
of India dealing with MANAGE
and the Secretary of the Ministry /
Department dealing with Rural
Development | 19 | Shri Sudeep Banerjee, IAS
Addl. Secretary (Extn.)
Dept. Of Agri. & Coop.,
Ministry of Agriculture
Krishi Bhawan, New Delhi |
| | | 20 | Shri A.K. Agarwal, IAS
Joint Secretary (Agri. Extn.)
Dept. of Agri. & Coop.,
Ministry of Agriculture
Krishi Bhawan, New Delhi |
| | | 21 | Shri Prem Prakash Mathur, IAS
Financial Adviser
Dept. of Agri. & Coop.,
Ministry of Agriculture
Krishi Bhawan New Delhi |

		22	Shri M. Shankar Secretary (Rural Development) Ministry of Rural Areas & Employment, Dept. of Rural Development, Nirman Bhawan, Room No. 247, A Wing, New Delhi - 110 011.
viii	Agriculture Commissioner, Govt. of India, Department of A&C, New Delhi	23	Dr. C.D. Mayee Agril. Commissioner Department of Agri. & Coop. Ministry of Agriculture Krishi Bhawan, New Delhi
ix	Secretaries in the Ministries of Education, Department of Personnel and Training and of the Planning Commission or their nominees not below the rank of Joint Secretary to the Govt. of India.	24	Shri S.K. Tripathi Secretary (Education) Department of Education Ministry of Human Resources Development Shastri Bhawan New Delhi - 110 001
		25	Shri A.N. Tiwari, IAS Secretary Ministry of Personnel, Public Grievances and Pensions Dept. of Personal & Training Block 4, 2nd Floor Old JNU Campus New Delhi
		26	Mr. Rajeev Ratna Shah Secretary to Planning Commission, Govt. of India Planning Commission Yojana Bhavan, New Delhi - 110 001
x	Five Secretaries to the State Governments / Union Territories Incharge of Agril. Production (in rotation) or their nominees not below the rank of Deputy Secretary to the State Government	27	Shri S.N. Jha, IAS Agriculture Production Commissioner R.No,10, Bahukhandi Bhawan UP Secretariate Lucknow 226 001 Uttar Pradesh
		28	Mr. P.K. Verma, IAS Secretary, Development & Agri. Govt. of Punjab Chandigarh Punjab

x

Seven Members of the Union / State and Union Territory Legislatures: 2 from Lok Sabha, 1 from Rajya Sabha, 4 from State and Union Territories (To represent four Zonal Councils by rotation)

29

Dr. V.P. Jauhari
Agriculture Production
Commissioner
Govt. of Andhra Pradesh
Andhra Pradesh
Hyderabad

30

Mr. R.K. Mathur, IAS
Secretary Agriculture,
Govt. of Tripura
Agartala
Tripura

31

Shri M.M. Singh
Agriculture Production Commissioner
Govt. of Bihar
Bihar
Patna

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VACANT

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VACANT

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VACANT

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VACANT

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VACANT

xii

Four Directors of Agriculture of States / Unions Territories (to represent their regions of the country by rotation); or their nominees not below the rank of Additional Director of Agril. or an officer of equivalent rank

39

Dr. J.C. Rana
Director of Agriculture
Govt. of Himachal Pradesh
Shimla
Himachal Pradesh

Agriculture Commissioner,
Govt. of India, Department of A&C,
New Delhi

xiii The Director General of the
MANAGE who shall be
appointed by the Government of
India, Ministry of Agriculture.
Ex Officio Member & Member
Secretary

xiv Two Vice-Chancellors of
Agril. Universities and
one Vice-Chancellor of
General University
(by rotation) or their nominee
not below the rank of Director

40 Dr. A. Diengdoh
Director of Agriculture
Directorate of Agriculture
Govt of Meghalaya
Clave Colony,
Shillong - 793003, Meghalaya.

41 Dr G.S. Kaushal
Director of Agriculture
Government of Madhya Pradesh
Vindhyachal Bhavan
Bhopal, Madhya Pradesh

42 Shri Prakash Mahindre
Director of Agriculture
(Inputs & Quality Control)
Govt. of Maharashtra
Pune Maharashtra

43 Shri A.K. Goel, IAS
Director General
National Institute of Agril. Extn.
Management (MANAGE)
Rajendranagar
Hyderabad -500 030 (AP)

44 Dr. P.L. Gautam
Vice Chancellor
GB Pant University of Agri.
& Technology Pantnagar
Uttaranchal

45 Dr. Tej Pratap
Vice Chancellor
Himacha Pradesh Krishi
Vishva Vidyalaya Palampur
Himachal Pradesh

46 Prof. K.N. Pathak
Vice Chancellor
Punjab University
Chandigarh Punjab

ANNEXURE -II

Composition of the Executive Council of MANAGE (as on 31.3.2004)

Rule No.	Composition of Executive Council	S.No.	Name & Address of the Member (Chairman, Officials & Non-Official Members)
5.I (i)	Ex-Officio Members:		
a)	Secretary (A & C) as Vice President of MANAGE shall be chairman of the Executive Council	1.	Smt. Radha Singh, IAS Secretary (Agriculture) Dept. of Agriculture & Coop., Ministry of Agriculture, Government of India, Krishi Bhawan, New Delhi - 110 001
b)	Additional Secretary in charge of Extension in the Ministry Department, Government of India dealing with MANAGE shall be the Vice-Chairman of the Executive Council	2	Shri Sudeep Banerjee, IAS Addl. Secretary (Extn.) Dept of Agriculture & Coop. Ministry of Agriculture, Krishi Bhavan, New Delhi - 110 001
c)	The Director General of MANAGE	3	Shri A.K. Goel, IAS Director General National Institute of Agricultural Extension Management (MANAGE) Rajendranagar Hyderabad - 500 030
d)	Joint Secretary in charge of Extension and Financial Adviser in the Ministry / Department, Government of India dealing with MANAGE	4	Shri A.K. Agarwal, IAS Joint Secretary (Agri. Extn) Dept. of Agriculture & Coop., Government of India, Ministry of Agriculture, Krishi Bhawan, New Delhi - 110 001
		5	Shri Prem Prakash Mathur, IAS., Financial Advisor Dept of Agriculture & Coop., Ministry of Agriculture Krishi Bhavan, New Delhi - 110 001

Non-official Members

e)	Five eminent persons who have made note-worthy contributions in the fields of agricultural development / and allied subjects; to be nominated by the Government of India from among the members of the General Council	6	VACANT
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7	VACANT
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8	VACANT
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9	VACANT
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10	VACANT
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f)	Two members to be nominated by the General Council from among the non-official members of the General Council	11	VACANT
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12	VACANT
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PROFILE OFMANAGE FACULTY AND OFFICERS FACULTY

Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
1.	Shri A.K. Goel IAS	Director General	B.Tech (Electronics & Electrical Communications) IIT Kharagpur M.Tech. (Computer Sciences), IIT, Kanpur	- Collector - Commissioner of Rural Development - Commissioner Higher Education - Commissioner Social welfare and Rehabilitation - Secretary B.C. Welfare - Director General MANAGE
2.	Dr. G.R. Desai	Director (OD&PC) & Project Coordinator (NATP)	M.Sc (Agril.Extn) Ph.D.(Agril.Extn) Participated in the Facilitator Development Programme of the Coverdale Orgn., PIC, London. Participated in the Advanced Consultant Development Programme organized by Coverdale Orgn., PIC., London. Participated in various training programmes at IIM, Ahmedabad, NIRD, NISIET, MANAGE etc.	Overall more than 26 yrs of experience starting from Agricultural Credit in a Nationalised Bank, Research extension and teaching in the Agricultural University, as Scientist (Extension) in ICAR, as Dy. Director (Extn. and Transfer of Technology) at NIRD, Project Manager of DFID assisted AEMTP in MANAGE and now as Director (OD&PC) and Project Coordinator (NATP) at MANAGE. Span of experience covers areas of Agriculture, Horticulture, Sericulture, Fisheries, Animal Husbandry etc. He is a consultant for DFID, Indo-Swiss World Bank and other aided projects apart from various states and national governments projects.

3.	Dr. M.N. Reddy	Director (Agril. Extn. & Commn.) & National Consultant (NATP)	M.Sc (Agril. Extn) Ph.D (Agril. Extn.)	28 years of experience in the field of Training, Teaching, Research, Consultancy and Field Extension at National and International level.
4.	Dr. J.P. Singh	Director (Agril. Economics)	M.Sc. (Agril) Ph.D (Agril. Economics)	<ul style="list-style-type: none"> - 14 years as Asst. Professor in the Deptt. of Agril.Economics, OUAT - Associate Professor in Dept. of Agril. Economics - 15 years Univ. Head of the Dept. of Agril. Economics, OUAT - 5 years Director (Agril. Eco.) in MANAGE.
5.	Dr. V.P. Sharma	Director (ITDP)	M.Sc. (Statistics) M.A.(Economics) MBA (HRD) Ph.D	<p>Total 24 years 14 years at MANAGE. Major areas Networking Agriculture Management Systems and Developing Multimedia Interactive content on MANAGE Network. Providing consultancy on "Connectivity & Content" in Agricultural Extension to all stakeholders in the National Extension System</p>
6.	Dr. Vikram Singh	Director	M.A. (Psychology) M.Phil. (Psychology) Ph.D. (Psychology)	19 years of which 8 years as Dy. Director in MANAGE
7.	Shri V.K. Reddy	Dy. Director	M.A. Sociology PG Dip. in Labour Laws & Personnel Mgmt.	<ul style="list-style-type: none"> - 15 years as Asst. Director in NIRD, Faculty of HRD - 8 years as Deputy Director in MANAGE

8.	Dr. B.D. Tripathi	Dy. Director and National Consultant (NATP)	M.Tech (Chemical Tech.) M.B.A.(HRD) Ph.D	- 8 years as Asst. Tech. Adviser in Dept. of Food, GOI - 9 years as Programme Officer in MANAGE - Over 5 years as Dy. Director of which 3 years as Consultant (NATP)
9.	Dr. P. Chandra Shekara	Dy Director (Agri., Extn.)	Ph.D (Agril.Extn.)	15 years of experience in Agriculture Extension Training, research and consultancy at Coffee Board and MANAGE
10	Dr. K. Uma Rani	Deputy Director	Ph.D (Extn.Edu)	21 years in Training and Research
11.	Dr. K.H. Vedini	Programme Officer	M.Sc. (Agril.Eco) Ph.D PDF (Netherlands)	4 years experience as Consultant for Development Projects 5 years as Academician as Corporate Trainer in Agriculture Marketing & Trade
12.	Shri J. Pandu Ranga Rao	Asst. Director (Sr. Scale) (Computers)	M.Sc. (Statistics) M.A. (Eco.) Diploma in Computer Science	Total 33 years 19 years as Research Officer in NIRD. 14 years as Asst. Director in MANAGE
13.	Mrs. Lakshmi Murthy	Asst. Director (Doc.)	M.A. (Eco) M.LI.Sc Advanced Diploma in French	20 years in Documentation and Information Management
14.	Dr. T.D.S. Kumar	Asst. Director	M.Sc (Ag. Eco.) Ph.D (Ag. Eco)	17 years in Trg., Research & Consultancy Trained as facilitator
15	Dr. M.A. Kareem	Asst. Director (Sr. Scale)	M.Sc. (Agri. Extn.) Ph.D	9 years experience in Training and Research

16.	Dr. G. Jaya	Asst. Director	Ph.D. (Management Science) M.B.A. (HRD) M.Sc. (Home Science)	15 years in Training Trained as facilitator
17.	Shri K.V. Rao	Programmer	M.Tech. (CSE) M.Sc (Physics) PGDCA	Research Asst. (Phy) in CW & PRS, Pune, Ministry of Water Resources, GOI.
18.	Shri A. Srinivasa Charyulu	Research Associate	M.A. MLISc	9 years experience in documentation and information management
19.	Dr. B. Renuka Rani	Research Associate	M.S.W. Ph.D PGDPR	Over 11 years 3 years teaching (MLTC Instructor) 8 years in MANAGE
20.	Smt. P. Lakshmi Manohari	Research Associate	M.Sc (Agril.)	7 years experience in Extn.
21.	Shri G. Bhaskar	Research Associate	MCA, MBA MCSE, M.A. Dip. in RDBMS & OOPS	15 years experience in Software Development and Training
22.	Shri A. Krishna Murthy	Documentation Asst.	M.A (Pub.Admn.) M.Ll.Sc, M.Phil. PG Dip in Library Automation & Networking	Total 11 years 4 years in NIRD 7 years in MANAGE
23.	Dr. K. Sai Maheshwari	Research Associate	M.Sc., PG Diploma in Sericulture Ph.D (Sericulture)	Total 11 years of which 6 years as RA in MANAGE
24.	Shri B. Venkat Rao	Research Associate	M.B.A. (Mktg.)	6 years as R.A in MANAGE
25.	Dr. P. Kanaka Durga	Research Associate	Ph.D (Agri. Eco.)	Total 9 years of which 5 years as RA in MANAGE

ADMINISTRATION

Sl.No.	Name of the Faculty	Designation	Qualifications	Experience
1	Shri K.V. Mohan Babu	FA & AO	M.Com PG Diploma in IRPM	24 years of service in NPCC Ltd. (Min. of Water Resources)
2	Smt. N. Usha Rani	PS to DG	B.Com (Stats) Diploma in Personal Secretary Diploma in Commercial Practice Certificate course on MS Office, MS SQL, Front Page, V.B.	23 years of service in NIRD & MANAGE
3	Shri C.R. Vidyasagar	Asst. Engineer (Civil)	AMIE (Civil Engineering) MIE (India) CE (India)	Over 13 years in the Engineering Field 7 years of service in MANAGE
4	Dr. K. Srivally	Hindi Translator	M.A (Hindi) M.Phil (Hindi) PG Diploma in Translation Ph.D (Hindi)	4 Years as Jr. Lecturer and 6 years as Hindi Translator
5	Shri A.V.N.N. Gupta	Office Superintendent	B.Com	23 years of service in NIRD & MANAGE
6	Shri Ch.Naga Mallikarjuna Rao	Sr. Accountant	M.Com ICWA Inter	13 years of service in MANAGE
7	Shri E. Raja Sekhar	Office Superintendent	B.Sc. Certificate course in Computer Languages & Applications	17 years of service in DOR & MANAGE



**NATIONAL INSTITUTE
OF AGRICULTURAL
EXTENSION MANAGEMENT**

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

Rajendranagar, Hyderabad - 500 030, Andhra Pradesh, India.

Tel: 040 - 24016702 - 706, Fax: 040 - 24015388.

Website: www.manage.gov.in