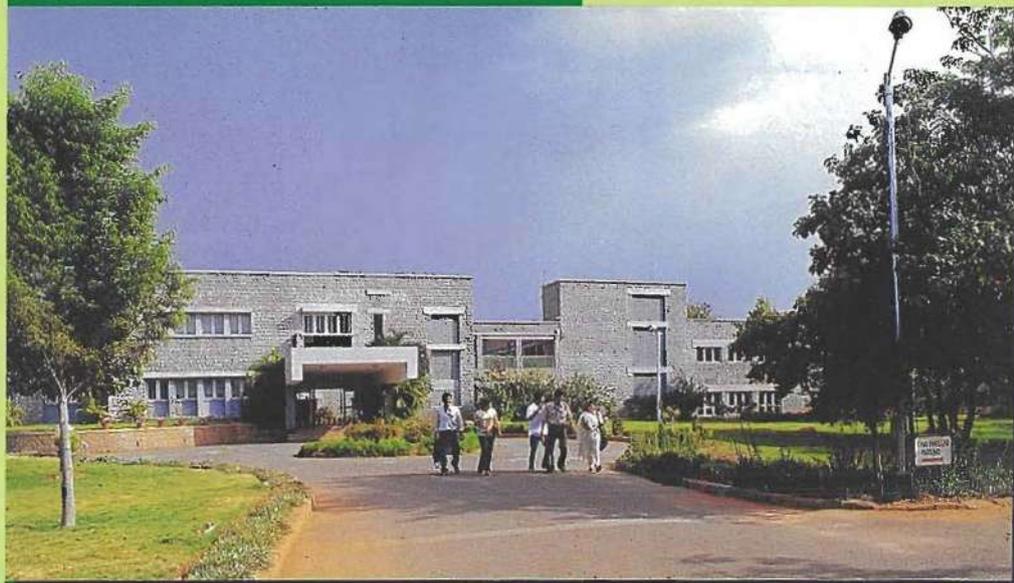


**Annual Report
2004 -2005**



**National Institute of
Agricultural
Extension
Management**



Shri Sharad Pawar, Hon'ble Union Agriculture Minister
in an interaction with MANAGE Faculty



Mrs. Radha Singh, IAS, Secretary (Agriculture & Cooperation) (2nd from right)
presiding over the Executive Council meeting

MANAGE

**Annual Report
2004 - 2005**



National Institute of Agricultural Extension Management

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

Rajendranagar, Hyderabad – 500 030 (A.P.)

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An Overview of the Institute

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 - Training; Consultancy; Management Education; Research; Information and Documentation Services.



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



Highlights

Reforms in Extension

Innovations in Technology Dissemination (ITD) component under the National Agricultural Technology Project (NATP) implemented in 28 districts covering 7 states, viz. Andhra Pradesh, Bihar, Jharkhand, Himachal Pradesh, Maharashtra, Orissa, Punjab and Jharkhand, envisaged an integrated extension delivery at the district level and has been pilot tested in the seven participating states. The purpose of this component was to test new approaches to technology transfer, new organizational arrangements, and operational procedures. MANAGE provided conceptual guidance, capacity building, operational backstopping, technical consultancy, support etc for implementation of the ITD component.

In the last phase of implementation, NATP activities were focused on documenting experiences generated to draw lessons for the future and initiate efforts towards mainstreaming successful experiences as a part of the Extension Reforms agenda in the states. Field level success stories from all the ATMAs in project states, experiences with various process interventions, experiences in promoting the concept of public-private partnership, promotion of Farmers Groups and Organizations and Implementation Completion Report have been documented.

Training programmes were conducted to orient the officials on Extension Reforms in non-NATP states and districts.

Mass Media Support for Agricultural Extension

Mass Media Support to Agricultural Extension Scheme is an initiative by the Ministry of Agriculture, Government of India to use electronic media in the extension strategy. MANAGE is assigned with the responsibility of capacity building of the personnel involved in implementation of the scheme, action research and concurrent feedback etc. Workshops, training programmes and related activities were carried out under this project, by MANAGE, involving various stakeholders to deliberate on the issues relating to the implementation of the project, and to build capacity of the personnel involved.

Meeting Farmers' Information Needs through Call Centres

Kisan Call Centers scheme was launched by the Ministry of Agriculture, Government of India to deliver extension services to the farming community. The purpose of these call centers is to respond instantly to issues raised by farmers in the local language. The farmer calls a four-digit toll free number 1551 (which lands at the nearest call center) and asks the question in the local language and gets a response to his/her query. MANAGE has been identified as the nodal institution for Andhra Pradesh Kisan Call Centre. MANAGE also acts as the Level-III agency for all the escalated calls for Andhra Pradesh.

Extension of DAESI

Diploma in Agricultural Extension Services for Input Dealers (DAESI), is a one-year diploma programme designed by MANAGE and launched during 2003-04 to impart formal

agricultural education to agri-input dealers so that they could effectively deliver extension services to farmers in the course of running their business, besides discharging responsibilities enjoined on them under various Acts and Rules. The mission is to transform input Dealers into para-professionals and enable them to serve the farmers better, thereby strengthening the agricultural extension system.

The programme is spreading to other districts in the pilot state of Andhra Pradesh. During the year under review, besides Ranga Reddy, the programme was initiated in Adilabad and Karimnagar districts, and is expected to cover other districts in Andhra Pradesh.

New Initiatives under the Agriclincs and Agribusiness centers scheme

The Agriclincs and Agribusiness Centres Scheme was launched by the Ministry of Agriculture, Government of India, in association with NABARD, SFAC and MANAGE with the aim of providing accountable extension services to farmers through technically trained agriculture graduates at the village level. A new set of screening procedures for admitting candidates for training at the nodal institute level has been implemented to assess the candidates on their eligibility, qualification, motivation and commitment to go for Agriclinc / Agribusiness ventures and discourage non-serious candidates. Margin money/collateral security requirement has

been waived off for loans under the scheme upto Rs. 5 lakh as per decision taken by RBI.

Launching of AWACCM

MANAGE launched the Post Graduate Programme in Agri Warehousing and Cool Chain Management (AWACCM) during 2004-05. The programme is unique and first of its kind in India. The specific objectives of the programme are to develop sound knowledge of scientific warehousing and cold chain management among agri-graduates; develop their analytical, technical, marketing skills and decision making capabilities to make techno managerial manpower available to undertake warehousing, cold chain and supply chain functions effectively. The programme commenced in April 2004, with 27 students drawn from fifteen states.

100% Placement in Post Graduate programmes

MANAGE has achieved a distinction of 100 per cent placement in the Post Graduate programme in Agri-Business Management (PGPABM) since inception of the programme. This year students were placed in different sectors viz., input, procurement, finance, trading and food processing, through campus selection.

All the students of the first batch of the Post Graduate Programme on Agri Warehousing and Cool Chain Management (AWACCM) got placed in major agribusiness companies. The sectors where students were placed include Agribusiness companies, Processing Industries, Commodity Boards, Financial and Service sectors, etc.



Focus 2004-05

1. Academic Programmes

Training and Capacity building is an integral mandate of MANAGE. The training programmes are designed duly taking into account the new developments impacting agriculture. These are organized keeping in view the day-to-day changes with constant updating in order to prepare the officers of state departments of agriculture and allied

areas to cope with the changes and adopt better delivery mechanisms for effective implementation of various programmes.

During the period under review MANAGE organized a total of **Ninety-four** training programmes covering two thousand seven hundred and thirty-seven trainees.

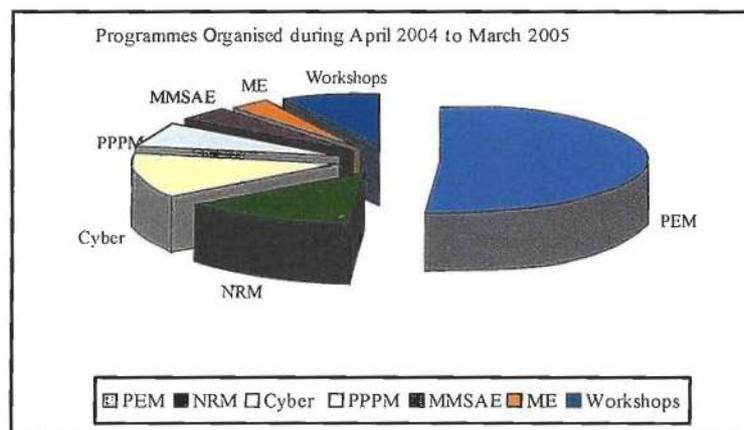
Programmes Organized during April 2004 to March 2005

Sl.No.	Nature of the Programme	Planned		Programs Organised		Additional Programs		Total	No. of Participants
		Trg	Ws	Trg	Ws	Trg	Ws		
1	Public Extension Management								
1.1	Programme under support to State Extension Program for Extension Reforms	41	-	41	-	7	1	49	1533
2	Natural Resource Management								
2.1	Theme Programmes	7	-	7	-	6	1	14	394
3	Cyber Extension								
3.1	Theme Programmes	10	3	10	3	2	-	15	355
4	Public Private Partnership Management								
4.1	Theme Programmes	6	-	6	-	1	2	9	289
5	Mass Media Support for Agriculture Extension								
5.1	Theme Programmes	4	-	4	-	-	-	4	80
6	Marketing Extension								
6.1	Theme Programmes	3	-	3	-	-	-	3	86
TOTAL		71	3	71	3	16	4	94	2737
		* Trg - Training		* Ws - Workshop					

Public Extension Management

Rapid agricultural growth continues to play the key role in poverty alleviation and overall economic development. Agriculture contributes substantially to the gross

domestic product and is the source of livelihood for nearly two thirds of the population. Public Extension plays a vital role in increasing production and productivity of agriculture in India. In order to respond to multifarious



demands of the farming system, there is a need to readdress the capacity building of the existing agricultural extension system effectively. As the nature and scope of agricultural extension undergoes fundamental change, a fresh look is needed for a new policy mix nurturing a plurality of institutions.

Despite the rise of the private sector in the provision of agro services, public extension would continue to play a crucial role in agricultural development in the coming years, in dissemination of technologies related to production management (crop and livestock), management of natural resources (land, water and soil), integrated pest management and other technologies associated with sustainable development, post harvest management and marketing.

In view of the above, MANAGE organized forty-eight programmes covering 1533 participants. In addition the institute organized one workshop under this theme.

Natural Resource Management

In the context of sustainable development, Natural Resource Management has emerged as one of the important components of developmental initiatives. Based on the experiences over the years, Participatory Approach in Watershed Projects is being institutionalized consequent to the adoption of the new guidelines.

In all thirteen programmes and one workshop were organized during 2004-05 on different themes related to the watershed management covering 394 participants. These included programmes for training of trainers, training on participatory watershed management and on post project sustainability. A programme for training of trainers on participatory watershed management under NWDPR was particularly organized with a view to build the capacity of personnel on the revised guidelines for the implementation of restructured National Watershed Development Programme for Rural Areas. In the training on Participatory Watershed Management, field personnel were trained on the importance of a Participatory Approach and



related themes on social and managerial aspects in general and success stories in particular. Thirdly under Post Project Sustainability of Watershed Programmes one workshop was organized for the functionaries of Karnataka Watershed Development Programme with the objective of developing strategies for implementing consolidation phase of the programme.

Cyber Extension

The use of Information Technology is one of the emerging areas of agricultural extension as envisaged in the Policy Framework. As per the policy guidelines, upto 25 per cent of the resources under the centrally sponsored scheme "Support to the State Extension Programme for Extension Reforms" are to be used for augmenting Information Technology and media for information dissemination. This provided ample opportunities to the States to cover the IT and communication technology tools to be included in the State Extension Work Plan. The strategies for making these initiatives self-sustaining over a period of time are necessary, while preparing action plans. This is essential for long-term sustainability of concepts and services at various levels.

The role of ICT as envisaged in the New Extension Policy involves augmenting Media/IT applications at various levels; IT application in agricultural extension and marketing; wider and creative use of Mass Media (AIR, FM, DD, Private Channels and Cable TV Networks etc); Vernacular Press;

Farmer participation in media / IT input; FIACs at block; Capacity development for IT usage; application of satellite / VERCON technologies; "Information Shops" below the blocks through private initiatives such as FIG Federations, Agri-clinics and Agri-business centers.

To integrate all these concepts in the State Extension Work Plans and also to sensitize the senior and middle level extension functionaries on the implementation strategies, using ICTs as appropriate technology dissemination tools, MANAGE organized twelve training programmes during 2004-05. Ten of these training programmes were scheduled as planned and two were taken-up on request. Three workshops were also conducted on this theme.

Public Private Partnership Management

As the nature and the scope of agricultural extension undergoes fundamental change, there is a need to give a fresh look for a whole new policy mix. In the past Agricultural Extension was largely in the public domain. However, with a wide range of demand for agricultural technology in the changing scenario there is a growing recognition that public extension alone cannot meet the specific needs of different regions and different classes of farmers.

The new extension regime recognizes the role of multi-agency dispensation offering diverse strengths. There is a felt need to involve private sector such as community based organizations, farmers' organizations,

para-extension workers, cooperatives, self-help groups, input dealers apart from the corporate sector in Agricultural Extension to cater to the requirements of farmers in a synergetic way. Seven programmes were organized and two workshops conducted under the above theme covering 289 participants.

Mass Media Support for Agricultural Extension

Mass Media is playing an important role in Transfer of Technology (TOT) in the field of agriculture and allied sectors. In the recent past, in addition to Doordarshan and All India Radio (AIR), private channels have come up in a big way and telecasting the programmes in regional languages by developing location-specific programmes for the benefit of the farming community. During the Tenth Five Year Plan, Ministry of Agriculture, Govt. of India contemplated strengthening mass media support to Agricultural Extension by involving all the stakeholders viz., Doordarshan and All India Radio.

The Ministry of Agriculture, Govt. of India has decided to use Mass Media for Agricultural Extension, to augment the gaps in the extension services, in collaboration with Prasara Bharathi. In this context, MANAGE is assigned with the responsibility of Capacity Building of the Production Executives of Doordarshan and All India Radio (AIR).

During the year 2004-05, four training

programmes were organized under this project for production executives of Doordarshan and All India Radio from different parts of the country covering eighty participants.

Marketing Extension

Agricultural Marketing is witnessing major changes owing to liberalization and globalization of markets. Agriculture has to be made market driven, cost effective, competitive, innovative and responsive. There is a vast scope for increasing production through increasing productivity. Public Extension continues its focus on increasing the production and productivity thereby helping the farmer realize better returns.

With the major thrust of extension agencies on production techniques, marketing extension so far has not received the attention it deserves. This assumes greater significance in the light of the new international trading regime under the WTO and the export opportunities being opened up. This needs to be addressed through strengthening the capacity of public extension agencies, supporting private sector in Marketing Extension and Marketing, and using multimedia and Information Technology in technology dissemination. Indeed, production and marketing should go hand in hand. Marketing Extension focuses on Capacity Building of extension functionaries in the new trade regime in order to help address the complicated issues on marketing of produce. Three programmes were organized covering eighty-six participants under this theme.



2. Public Extension Management

Public extension has been playing a significant role in agricultural development in the country. In the present context public sector extension is being undertaken by a range of organizations including Government departments, commodity boards, various crop directorates under the government of India, research organizations through the KVKs, corporations sponsored by Government of India or the states etc. Though efforts by this sector have resulted in higher levels of productivity, the changing scenario with diversified market demand and export opportunities have created a need to rejuvenate the agricultural extension system in the country to face emerging challenges. MANAGE has been addressing this through various programmes.

National Agricultural Technology Project (NATP)

The National Agricultural Technology Project has been implemented in 28 districts covering 7 states, viz. Andhra Pradesh, Bihar, Jharkhand, Himachal Pradesh, Maharashtra, Orissa, Punjab and Jharkhand. The Extension component or "Innovations in Technology Dissemination"(ITD) component which envisages an integrated extension delivery at the district level has been pilot tested in the seven participating states. The purpose of this component is to test new approaches to technology transfer, new organizational arrangements, and operational procedures. MANAGE provided conceptual guidance, capacity building, operational backstopping, technical consultancy, support

etc for implementation of the ITD component in the seven states.

Since the project is in the last phase of implementation, activities undertaken mainly focused on (i) facilitating all the PIAs to document their experiences, (ii) documenting the experiences generated to draw lessons for the future and (iii) initiate efforts towards mainstreaming of successful experiences as a part of the extension reforms agenda in the states.

The following activities were undertaken by MANAGE in this regard:

a. Preparation of Project Completion Report

The project completion report of the ITD component was prepared in collaboration with the Directorate of Extension. The report highlights experiences of project implementation, achievements, shortcomings, lessons and future direction. The report has been submitted to the Govt. of India and the World Bank.

b. Documentation of Success Stories : Field level success stories from all the ATMAs in project states focusing on ATMA interventions in group formation, identification of activities, operationalization, achievements, emerging problems, benefits accrued along with lessons and possibilities for expansion of the intervention etc. were all documented through a series of workshops. Twenty-nine documents highlighting success stories have been brought out covering all the ATMAs. These documents have been sent to the Govt. of India and the World Bank.

c. Documentation of Process

Interventions : Experiences gained through various process interventions such as strategic planning, decentralized decision making, bottom up planning, convergence of services, public-private partnership, farmers groups, developing institutional linkages etc. were documented for all the states. The report generated was sent to the Govt. of India and the World Bank.

d. Documentation of Experiences on Public Private Partnership :

Specific experiences in promoting the concept of public-private partnership in all the ATMA's have been recorded in a document that has been circulated to the Govt. of India and the World Bank

e. Documentation of Experiences on Promotion of Farmers Groups and Organizations :

The ITD project envisaged the promotion of farmers groups and organizations as an institutional mechanism for improving their farm incomes. Accordingly, group as a means of achieving the result was promoted and tested in all the ATMA's. The experiences have been documented and the report has been sent to the GOI and the World Bank.

f. Capacity building : Training programmes on SREP, Extension Reforms, Market Led Extension, IT application in Agriculture and Project Management etc have been conducted for the PIAs to build their capacities for better project implementation.

g. Promoting Reforms in Extension : The Ministry of Agriculture has asked the state governments to bring in Reforms in Extension

based on the experiences of the ATMA model, tested under NATP. As such, training programmes have been conducted to orient the officials on Extension Reforms in non-NATP states and districts. Programmes have already been conducted in the states of Uttar Pradesh (29-30 October 2004), Orissa (16-17 Nov. 2004), Madhya Pradesh (14-18 Oct. 2004), Bihar (03-07 Nov. 2004), Karnataka (23-27 Nov. 2004), and Tripura (23-27 Nov. 2004), Uttar Pradesh (27-31 Dec. 2004), Gujarat (18-22 Jan. 2005), Goa (24-28 Jan. 2005).

h. Exploring International Collaboration :

Dr. David Kahan, an expert from FAO, Rome visited MANAGE to study the status of Farm Management Extension in India and activities undertaken by MANAGE. He also visited and had interactions with related organizations in the field.

i. Project monitoring through video conference :

MANAGE has set up video conferencing facility at all the SAMETIs apart from MANAGE for promoting interactions between the stake holders. The facility is being used by MANAGE consultants for monitoring activities of ATMA's, SAMETIs, State Consultants and for providing guidance on-line.

j. Support to the World Bank Mission :

MANAGE organized a meeting of all the PIAs under the ITD component of NATP for reviewing the project activities along with the World Bank Mission on 20 November, 2004. The experiences of process reforms gained during implementation of the project were shared with the World Bank Mission followed by discussions and participation in the Wrap Up Meeting. The points highlighted in the discussions have been addressed.



Shri K.V. Satyanarayana, IAS, Director General, MANAGE (*extreme left*) and faculty members with the World Bank Review Mission on ITD of NATP

k. National Review Workshop : MANAGE organized a National Review Workshop of ITD Component of NATP during 21-22 February 2005. Project Directors of various ATMAs, Directors of SAMETIs and State

Nodal Officers participated. Since the project is coming to a close, various project completion activities were discussed with the officials from the Ministry of Agriculture, Govt. of India.

3. Natural Resource Management

In the context of sustainable development, watershed management has emerged as one of the important components of developmental initiatives. Based on the experiences over the years, participatory approach in watershed projects is gradually getting institutionalized due to large-scale adoption of new guidelines.

In all, fourteen programmes have been organized during the year on different themes related to watershed management, covering a total number of 397 participants. In addition, as part of group approach for agricultural development known as Rythu Mithra Scheme undertaken by the Govt. of Andhra Pradesh, six training programmes and a Review Workshop were organized during the year covering 239 participants. The total number of participants in these programmes was 636. The details of the programmes are given below:

I. Training of Trainers on Participatory Watershed Management under NWDPR

With the implementation of the restructured National Watershed Development Programme for Rural Areas (NWDPR), the need for capacity building of personnel on the revised guidelines has assumed relevance. In particular, the need was for orientation on social and managerial aspects of watershed projects. During the last three years, the focus of training of the institute was mainly on orienting state level officials and Project Directors of the Scheme on the above aspects. Focus during the current year, has been on building capacity for

training of field functionaries at State level as desired by the Department of Agriculture and Cooperation, Ministry of Agriculture, Government of India. Accordingly, a series of programmes on training of trainers were organized. Given the magnitude of functionaries to be trained at various levels, this assumes all the more importance. The needs of trainers were not only for the training methodology but also for the subject matter / content. In other words, the trainers need to have good grounding on different facets of participatory management of watersheds so that they will be able to transfer the same competencies to the project functionaries. Needless to mention, they have to be exposed to the methodology of training specific to the training on watershed management. In all, seven programmes were organized which were attended by 225 participants from different States.

The following aspects were covered in these programmes:

Managerial and Social Aspects

- ◆ Participatory Watershed Management
- ◆ Community Organization: Formation and Management of SHGs, UGs and WC/WAs
- ◆ Preparation of Action Plan for Community Organization
- ◆ Preparation of Action Plan for NRM and Agricultural Development
- ◆ Technological options with special reference to ITKs
- ◆ Implementation aspects
- ◆ Process Monitoring



Orienting participants to Participatory Watershed Management

Training Methodology

- ◆ Training designs for capacity building of field functionaries in participatory management
- ◆ Methods and session plans for training
- ◆ Action plan for follow up

II. Training on Participatory Watershed Management

With the growing importance of participatory approach, there was need for exposing the field personnel on different themes relating to social and managerial aspects in general and success stories in particular. At the instance of the Directorate of Extension, Ministry of Agriculture, Govt. of India and State Governments of Tamil Nadu and Punjab, four programmes were organized on this theme covering 106 participants. At the request of the Govt. of Tamil Nadu, one of these programmes was organized as an off-campus programme at the State Agricultural Management Institute (STAMIN). The

themes covered under these programmes included Community Organization, formation of SHGs, UGs, WA/WCs etc., preparation of Watershed Plan, Common Land Development, Process Monitoring and Post Project Sustainability.

In addition, at the instance of Orissa Watershed Development Mission, Govt. of Orissa, a programme on Development of Rural Livelihoods was organized. Thirty-four participants attended the programme. The participants were exposed to the methodology involved in developing livelihoods and case studies on experiences in Andhra Pradesh.

III. Post Project Sustainability of Watershed Programmes

Sustainability of interventions under watershed programmes continues to be a challenge particularly in cases where government funds are used. This is happening in spite of the fact that participatory approach is being facilitated on a large scale through the adoption of revised

guidelines of the Ministry. Many of the bilateral and multilateral watershed projects (which are implemented through the government set up) are now taking keen interest in addressing the above concern. As part of it, two workshops were organized for the functionaries of Karnataka Watershed Development Programme. These were aimed at developing strategies for implementing consolidation phase of the Programme. Besides, methods and techniques for monitoring and documentation of the programme were also included.

IV. Orientation of Trainers and Agricultural Scientists of Andhra Pradesh to Organization of Rythu Mithra 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 through mobile video conferencing.

During the year under review, the Extension Officers have been oriented about sustainable organization of RMGs on the pattern of successful experience with women SHGs in Andhra Pradesh. A training module has been designed and developed on operationalization of RMG Scheme in Andhra Pradesh. The focus was on trainers' development. The objective was to familiarize the trainers on group management and integration of agricultural development through RMGs. An orientation programme for scientists of the State Agricultural University was also organized. In addition, a Review Workshop was conducted to draw the learning from the experiences in the implementation of the Scheme. These programmes covered 239 participants.



Agricultural Development through
Rythu Mitra Groups (RMGs)



4. Agriclincs and Agribusiness Centres Scheme

The Agriclincs and Agribusiness Centres Scheme was launched by the Ministry of Agriculture, Government of India, in association with NABARD, SFAC and MANAGE with the aim of providing accountable extension services to farmers through technically trained agriculture graduates at the village level. While over 11,900 graduates from Agriculture and allied sectors pass out from Agricultural Universities every year, only 2000 find employment both in the Government and private sectors. At the same time, public extension is not found to be adequate resulting in wide extension gaps at a time when Indian Agriculture is facing new challenges. This context of the extension gap and availability of a vast reservoir of untapped resource of agriculture graduates led to this centrally sponsored Agri-Clinics and Agri Business Centres Scheme.

The scheme has 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.

Agriclincs 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 equipment on hire and other services.

Objectives

The objectives of the scheme are:

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



Shri Sharad Pawar, Hon'ble Union Agriculture Minister with Agripreneurs

Training Methodology and Network

Training programmes have been launched throughout the country to prepare the professionals in entrepreneurship and Agri-Business Ventures. Training for a period of two months, free of charge, is provided to selected candidates within their state through 67 reputed training organizations spread across the country. The programme covers exposure to different agriventures, market survey and preparation of bankable projects. At the end of the programme, Agripreneurs are expected to get exposure to field and gain confidence in their own projects. MANAGE is the nodal agency for coordinating the training and handholding support.

Handholding

After completion of the training, one-year handholding support is provided to all the trained Agripreneurs through respective training institutes. This is an in-built institutional mechanism, to facilitate establishment of enterprises by clearing the bottlenecks in the field.

Agripreneurship Development : Progress

Since the launching of the scheme, over 24,971 graduates have applied, representing all the states. Around 7145 graduates have completed the training. About 1656 trained agripreneurs have started Agri-Clinics and

Agri-Business Centres undertaking 36 categories of agripreneurial activities in different parts of the country.

Convergence

Workshops/orientation programmes were conducted on Rural Godowns and Agri Insurance Scheme to bring about a convergence of centrally sponsored schemes, which benefited a number of agripreneurs.

Agripreneurs Association of India (AAI)

Agripreneurs trained under the scheme have formed a professional body called Agripreneurs Association of India. Active state chapters have come up in a number of states. The Maharashtra Agripreneurs Association (MAAI) organized a mega Agri exhibition at Baramathi where more than one lakh farmers participated. Similarly the Andhra Pradesh Agripreneurs Association (APPAI) organized Agro Vision Expro-2005 at Kadapa where over 7000 farmers participated.

Video Connectivity

A video conferencing (VC) network connects 22 nodal institutions to provide information and a resource sharing mechanism among the participating training institutions. This multiple site connectivity has helped interaction with and between participating institutions, take decisions on training, infrastructure, training modules and other issues expeditiously.



Documentation of Experiences and Information Dissemination

Website and Discussion Forum

MANAGE has hosted a website at www.agriclinics.net to disseminate information on the Agri-Clinics and Agri-Business Centres Scheme. The website provides information on the scheme, training institutes, trained and successful agripreneurs. A Forum on the web facilitates sharing of ideas, among the agripreneurs. The list currently has 450 members. 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.

Publications / Films

To create awareness about the scheme among stakeholders four books were published, nine films were developed and circulated to all the stakeholders.

Capacity Building

Training programmes were organized on various issues of Agripreneurship development both in MANAGE and off campus. Bankers, extension functionaries, farmer leaders and members of FIGs / FOs in different states have been oriented on the benefits of this scheme. Two nodal officers workshops were conducted at MANAGE in

which nodal officers of the training institutions were oriented on new initiatives in implementation of the scheme.

New Initiatives

1. The scheme has been publicized through leading regional language newspapers covering all the states. Posters on the scheme were sent to the state agricultural universities, ICAR organizations and KVKs for promoting the scheme.
2. A new set of screening procedures for admitting candidates for training at the nodal institute level has been implemented from 24 November 2004. The procedure is as follows:
 - a. A non-refundable application fee of Rs.500/- is charged from each applicant so as to discourage non-serious candidates.
 - b. The nodal institutions have to screen the applicants before admitting into training.
 - c. The screening of candidates is done by a screening committee with the following members:-
 - i. Nodal officer of the training institution – Chairman
 - ii. Representative of NABARD–Member
 - iii. Representative of SLBC / District Lead Bank officer – Member
 - iv. Representative of State Director of Agriculture – Member

A representative of private agribusiness companies may be invited for such meetings. Representatives of other banks may also be invited as necessary.

- d. The Screening Committee assesses the candidates on their eligibility, qualification, motivation and commitment to go for Agriclinic / Agribusiness ventures. The candidates are asked to present the details of the venture they intend to take up after completion of the training. This helps in eliciting the vision of the candidate. As far as practicable, the parents of the candidates are involved in the screening process.
3. A refundable caution deposit of Rs.1000/- is collected by Nodal

Institutions from each trainee which is liable to be forfeited if the trainee does not complete the training.

4. MANAGE has communicated to all the training centres to send the bankable projects prepared by the candidates during the training period, to respective banks and perusal of the same by district task force.
5. MANAGE is involving senior faculty members of the Institute for monitoring the implementation of the scheme in specific states assigned to them.
6. All 28 Agricultural Technology Management Agencies (ATMAs) of NATP states have been requested to support the implementation of the scheme in the respective districts.



6. Cyber Extension

The National Agriculture Policy emphasizes the need for broad basing and revitalizing Agricultural Extension services to make them innovative, decentralized, farmer driven and farmer accountable. With the wide range of demands for agricultural technology in the changing scenario, there is growing recognition that public extension alone cannot meet the specific needs of various regions and different classes of farmers.

The policy framework for agricultural extension was formulated to address the changing extension needs of farmers. The new extension regime under the new policy framework recognizes the role of a multi-agency dispensation comprised of different strengths. Policy environment will promote private and community driven extension to operate competitively, in roles that complement, supplement, work in partnership and even substitute public extension. The three arms of the agricultural extension network (as envisaged in policy framework for agricultural extension) are:

1. Public Extension Services

- ◆ State Government, line departments operated extension;
- ◆ State Agricultural Universities based Extension;
- ◆ ICAR Extension, Agriculture Technology Information Centre (ATIC), Institute Village Linkage Programme (IVLP);
- ◆ Agricultural Technology

Management Agencies (ATMAs); and

- ◆ Farmer Information Advisory Centres (FIAC)

2. Private Extension Services

- ◆ Community Based Organizations
- ◆ Para Extension Workers
- ◆ Input Suppliers/ Dealers
- ◆ Corporate Sector

3. Mass Media & Information Technology

- ◆ Print Media – Vernacular Press
- ◆ Radio, Television, Private Cable Channels- Satellite Communication
- ◆ Electronic Connectivity through Computers, NICNET, Internet, V-SAT etc.
- ◆ Farmer Information Advisory Centres (FIACs)
- ◆ Public and Private Information Shops

For operationalization of extension reforms during the 10th Five Year Plan, each State would develop its Annual Extension Work Plan. Based on its needs and priorities, the Extension Work Plan will conform to the broad parameters of the Policy Framework and its compliance with the key areas/norms states would be required to reform the extension services by - reducing the size of public extension and making it professionally skilled and competent; encouraging private sector participation including cooperatives, corporates, NGOs, paravets and farmers organizations etc. and

augmenting media support to agricultural extension including extensive use of IT / Space Technology, Print and Electronic Media.

The use of “**Information Technology and Media**” is thus one of the important pillars of Agricultural Extension envisaged in the Policy Framework. Up to 25% of the resources under the centrally sponsored scheme “**Support to the State Extension Programme for Extension Reforms**” are to be used for augmenting Information Technology and media for information dissemination. Therefore, there are ample opportunities available to the States to cover the IT and communication technology tools to be included in the State Extension Work Plan.

Role of ICT as envisaged in the New Extension Policy

- ◆ Augmenting Media/IT applications at various levels;
- ◆ IT application in agricultural marketing;
- ◆ Wider and creative use of Mass Media (AIR, FM, DD, Private Channels and Cable TV Networks etc);

- ◆ Vernacular Press;
- ◆ Farmer participation in media/IT input;
- ◆ Farmer Information and Advisory Centres (FIACs) at block level;
- ◆ Capacity development for IT usage;
- ◆ Application of satellite/VERCON technologies;
- ◆ FIACs at the block level, proposed to be linked upward to ATICs in SAUs, KVKs, ZRSs, and ICAR Institutes;
- ◆ Wireless in Local Loop (WILL) technology developed by IIT Chennai to provide Rural Connectivity particularly below the blocks;
- ◆ “Information Shops” below the block through private initiatives such as FIG Federations, Agri-clinics and Agri-business centers

MANAGE has focused on conceptualizing, testing the integration and use of ICT tools for improving the efficiency and efficacy of the extension system. Information and Communication Technology (ICT) interventions of MANAGE included training and hand-holding of the ATMAs in technical skills- basic Computer Skills, Internet browsing skills and designing and

Mrs. Ranjana Kumar, Chairperson, NABARD in a videoconference with Nodal centers





hosting websites. During the last one year the focus has been to consolidate and extend the lessons learnt during implementation of NATP, to other parts of the country. Twelve training programmes were conducted and ICT success stories from NATP documented for capturing the experiences at 28 ATMAs, 7 SAMETIs and 7 State Head-quarters. MANAGE continued to provide web hosting and updating support to all the SAMETIs and ATMAs and also to Extension Education Institutes.

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 centers 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. The working hours of Level I Kisan Call Centres have been increased from 10x7 to 16x7, with the IVRS working during 10.00 pm to 6:00 am. These call centers support the farmers in vernacular language.

The call centers operate at three levels; Level-I provides immediate replies to farmers'

queries. More complex questions are transferred to specialists at Level-II at State Agriculture Universities, Department of Agriculture, Horticulture, Animal Husbandry, MANAGE, etc. Level-II refers questions that still remain unanswered to experts at Level-III for reply through phone, post or a visit. These call centers have a specific code for escalating queries. There is a panel of experts involving academia and the scientist community, which answers very specific questions.

MANAGE has been identified as the nodal institute for Andhra Pradesh Kisan Call Centre. MANAGE also acts as the Level-III agency for all the escalated calls for Andhra Pradesh. As the nodal institute, MANAGE conducts training and interface meetings of Level-I and Level-II experts regularly, besides closely monitoring the functioning of the Centre.

The guidelines for Kisan Call Centre were formulated by MANAGE. Regular monthly programmes were conducted for Level-II and Level-III functionaries. MANAGE has also taken up an evaluation study to gauge the impact of Kisan Call Centre in the country.

Nine review meetings were organized to review the progress of the scheme and make suggestions for improvement. In Andhra Pradesh, 7215 calls were received from farmers during the period under review

7. Mass Media Support For Agricultural Extension

Public extension service, which is a state subject, is struggling to survive due to financial constraints. Private extension services though very effective have not been able to cover the complete spectrum of agricultural activities and have been predominantly limited to certain high value crops.

However there are success stories where the public extension network is being complemented and supplemented by private extension though on a limited scale, by agencies like NGOs, Farmers Organizations, Para Technicians, Corporate Houses, Cooperatives, Self Help Groups, Input Suppliers and Dealers etc. This plurality of institutions in the task of extension services has borne the desired results.

Now with far reaching changes in communication technology and breakthrough in space technology, remote sensing, satellite broadcasting and the media revolution, Ministry of Agriculture, Government of India has decided to use Mass Media for Agricultural Extension to augment the gaps in the extension services, in collaboration with Prasara Bharathi and IGNOU. In this project MANAGE is assigned with the responsibility of capacity building of the personnel involved in implementation of the scheme, action research and concurrent feedback etc.

The objective is to train Senior and Middle level Officers from State Agriculture, Animal Husbandry, Horticulture, Fisheries Departments,



Mrs. Radha Singh, Secretary (Agriculture & Cooperation) Govt. of India, inaugurating the programme on Media Skills



Scientists from ICAR / State Agricultural University System and other district level implementation functionaries in the media skills necessary for TV and Radio for farmer related programs.

Given the competence, skills and network of institutions available with MANAGE, this project would be implemented by carrying out the following six tasks:

1. Training of master trainers
2. Training of district level implementation functionaries
3. Handholding support for trainers at state and district level
4. Certification, accreditation and recognition of mass media resource
5. Action research and concurrent feedback
6. Documentation and dissemination.

Activities under the project

Workshops, training programmes and related activities were carried out under this project, by MANAGE during the year under review,

involving various stakeholders to deliberate on the issues relating to the implementation of this project, and to build capacity of the personnel involved.

- ◆ Four training programmes were organized on Media Skills for District LPT Teams and for FM Radio District Teams at MANAGE. The programmes were designed covering inputs on agriculture and film production. Participants had an exposure to agricultural concepts, script writing, storyboard preparation and were involved in production of films on selected topics after which these were presented and reviewed. Equal weightage was given to inputs on agricultural extension and practical sessions on film production including script with storyboard preparation, film shooting, editing, voiceover etc.
- ◆ Field visits were undertaken to LPTs viz., Muzzafarpur (Bihar), Daltonganj (Jharkhand) and Vijayawada (Andhra Pradesh) and feedback obtained about the functioning and utility of programs for the farmers. A study visit to the FM Radio station, Warangal was also undertaken.



Participants of the programme on Agriculture Media skills on a field visit

8. Management Education

The agribusiness sector in India has vast potential to grow in the years to come both in the domestic as well as international arena. One of the critical inputs for the growth of this sector is the availability of trained and capable techno-managerial manpower. In

response to this need MANAGE launched two programmes viz., a two-year Post Graduate Programme in Agribusiness Management (PGPABM) and a one-year Post Graduate programme in Agri-Warehousing and Cool Chain Management (AWACCM).

8.1. Post-Graduate Programme in Agribusiness Management (PGPABM)

Ongoing structural changes in the economy have resulted in a major shift in the Indian agricultural scenario. Subsistence Agriculture is yielding place to Commercial Agriculture, opening up vast opportunities for value addition, packaging and exports of agricultural products, involving strikingly high levels of technology. The policies of globalisation have taken Indian agriculture into the global village, opening up unprecedented opportunities as well as posing new challenges. These and other concomitant forces of change are placing significant demand for managerial skills in the Agri-Business Sector.

With little focus on development of managerial skills in the undergraduate curriculum, agricultural graduates find it difficult to function effectively as managers in agri-business firms. MANAGE is among the few institutions in India offering a two-year Post Graduate Programme in Agribusiness Management (PGPABM). This was initiated in 1996 as an innovative and focused educational programme to prepare techno managers, business leaders and entrepreneurs in food and agri-business

sector. The programme is recognized by the All India Council for Technical Education (AICTE) as well as accredited by National Board of Accreditation (NBA) under AICTE on the qualitative competence of the course.

The programme is full time and residential, specially designed to prepare students for careers in management related to agriculture, food, agri-business, rural economy, making this course sector specific as compared to other general management programmes. Graduates or Post-Graduates in Agriculture and allied faculties are eligible to apply for admission through Computer Based Objective Test.

Objectives

The objectives of the programme are

- 1) To develop adequate conceptual base in different subject areas of relevance, preparing young minds as competent professional managers;
- 2) Equip students with adequate knowledge, skills and attitude for managerial decisions;
- 3) Encourage entrepreneurial spirit and also make them an effective catalysts of change.



PGPABM 2003-05 Batch

The course module is divided into VII trimesters covering 100 credit load including one trimester for summer internship during which the students undergo an assignment given by agri-business companies. The academic curriculum covers 38 subjects broadly distributed into basic, functional, sectoral and general courses over the period of two years.

In addition, the students also participate in live-projects assigned to the institute along with faculty members during their stay in the institute. The programme also provides opportunities for students to take up an industrial visit for closer interaction with industry as a part of the course curriculum.

For efficient management, the programme has an Advisory Council headed by the Director General with two members drawn from Industry, two academicians and two faculty members.

The students are provided with both academic and social life on the campus. The academic support services include the

information resource center, access to various electronic databases, video-conferencing facility and networking with alumni etc. Our students are encouraged to participate in various academic events organized by Management Institutions and Corporate houses. A team of three students from MANAGE won the second position in the prestigious 'Mera Gaon Mera Desh' Business Plan Contest organized by ITC Limited for the students of leading national and international management institutions during January, 2005.

Admissions

The students are admitted through an in-house developed Computer Based Objective Test (CBOT), which tests their caliber in Knowledge of Agriculture Technology (KAT) and a Managerial Aptitude Test (MAT), which includes quantitative aptitude, reasoning, and proficiency in English. During 2004-06, 683 candidates applied for admission. The CBOT was conducted at 12 centres all over the country. Based on the rank obtained as per the CBOT, short-listed candidates in the ratio of 1:3 were called at MANAGE for final

selection which included group discussion and personal interview. Finally, 56 candidates were offered admission, 30 at MANAGE and 26 at NIAM.

Summer Projects

Agri-business companies also offer summer internship, which is a part of the course curriculum. All the students are expected to work under the guidance of both the company executive as well as the Institute's faculty using their management learning in the first year. The reports generated by the students are used in formulating the strategy of the companies. MANAGE as an institution has achieved a distinctive image in terms of excellence for summer projects carried out by its students. The companies which offered summer internship to the students of PGPABM 2004-06 batch were: ITC, J.K.Seeds, Bayer Crop Science, Sudarshan Chemical Industries, Agro-Tech Limited, Frito-Lay India, Chambal Agri-Tech, IDBI

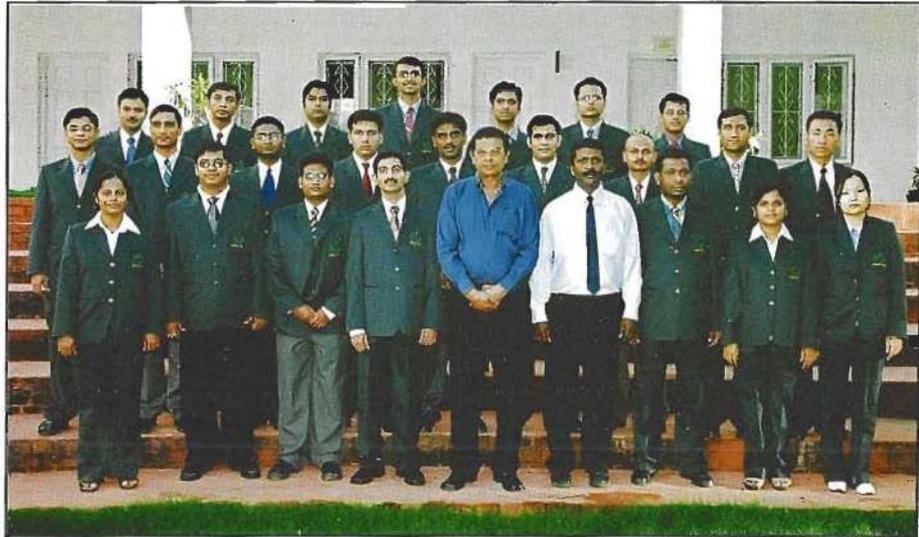
Bank Limited, Biostadt India Limited, Hindustan Lever Limited, Advanta India Limited, Tata Chemicals Limited, Coramandel Fertilizers Limited, Mahendra Kotak Limited, Ranbaxy, Pro-Agro Seeds.

Placements

MANAGE has achieved a distinction of 100% campus placement since inception. The students are placed in different sectors viz., input, procurement, finance, trading and food processing, through campus selection. Companies where students were placed during 2004-05 include ITC-IBD, ITC-ILTD, ITC Foods, Dabur India Limited, ICICI Bank, ICICI Lombard, Advanta India Limited, VKL Spices, Sudarshan Chemicals, Coromandal Fertilizers, PI Industries, Bayer Crop Science Limited, DCM Shriram Consolidated Limited, Kotak Mahindra, Radha Krishna Food Land, IDBI Bank, HDFC Bank, Hariyali Kisan Bazar.



Students on a field visit – Interacting with Farmers



AWACCM Batch 2004-05

8.2 Post Graduate Programme in Agri-Warehousing and Cool Chain Management (AWACCM)

India has progressed from an agri-deficit to an agri-surplus country creating a need for proper storage and management of food grains and horticultural produce. While substantially eliminating post-harvest losses in food grains and in perishables like fruits and vegetables, scientific storage would also help avoid the post-harvest glut and result in the realization of remunerative prices by the producer. Hence, the knowledge of scientific management of storage, cool-chain and warehousing systems becomes imminent.

In response to this need, MANAGE launched a one year Post Graduate Programme in Agri Warehousing and Cool Chain Management (AWACCM) during 2004-05. The programme focusing adequately on the above mentioned aspects is a unique one in the whole array of

Indian Management Education. The first batch commenced with 27 students drawn from fifteen states.

This Programme is aimed at improving knowledge and skills in managing Agri-Warehouses and Cool Chain on scientific lines. The specific objectives are:

- ❖ To develop sound knowledge of scientific warehousing and cold chain management among agri-graduates;
- ❖ Develop their analytical, technical and marketing skills;
- ❖ Develop decision-making capabilities;
- ❖ Develop techno-managerial manpower to manage warehousing, cold chain, supply chain functions effectively; and

- ✧ To develop extension methodology and effective communication skills to serve the farming community better.

Graduates / Post Graduates in Agriculture / Horticulture and allied areas from Agricultural Institutions or Institutions recognized by ICAR/UGC are eligible to apply. The programme over the one year period is organized into four trimesters, of which three trimesters are devoted to theory / practical and one for project work. The theoretical input is provided through class lectures, case studies, assignments supplemented by special as well as guest lectures. In practical classes, in addition to classroom discussion, sessions are arranged outside the campus including field visits.

Placement

The first batch of students has been placed in major agribusiness companies except for one student who opted for self-employment. The major sectors where 26 students have been placed include Agribusiness companies, Processing Industries, Commodity Boards, Financial and Service sectors, etc.. Students were recruited by Food Corporation of India, PICRIC Ltd., National Collateral Management Services, Mizoram Food and Allied Corporation, Paradeep Phosphates, National Warehousing Corporation, Kotak Mahindra Bank, State Bank of India, ICICI Bank, Radha Krishna foods, Safal Market (NDDDB), Agricultural Finance Corporation Ltd, Multi Commodity Exchange Board and Bisco Seeds.

After successful completion of the 2004-05 batch, the course content has been further strengthened based on the feedback from the industry.



9. Information Services

The Information Resource Centre at MANAGE has been providing information services to support training, teaching, research and consultancy programmes at MANAGE, disseminating information through publications, website and organizing training for information managers from different institutions. Integrating state of the art information technology with traditional services, the focus is on providing a gateway for clients, to access information resources as well as network with other institutions

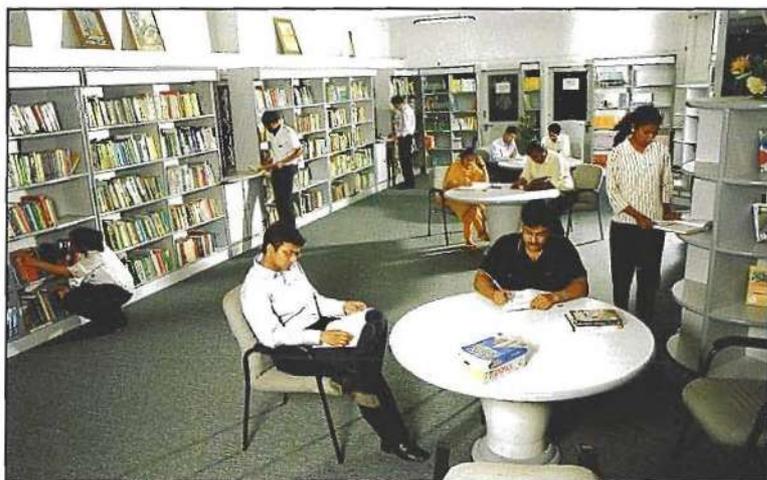
Information Access and Dissemination

Information resources include a collection of 11,683 Books, 170 journals, a collection of CD-ROMs and videos on various aspects of agriculture and management. During 2004-05, 483 books were added to the collection. The database of books, journals, articles and videos and CD-ROMs is managed through LIBSYS- a library management software, and

can be accessed through the on-line public access catalogue (OPAC) on the Local Area Network. The Library has also been subscribing to electronic databases like PROWESS, India Trades, Indian Harvest and India Stats. Services include provision of training, educational, research material; access to information, assistance in the use of information resources; reference services and literature search services. Development of a database of books and articles scanned from current literature is an on-going activity of this centre. Articles, of interest to research and training activities at MANAGE, are abstracted and made available to Faculty on the local area network.

Information Technology Services

The information technology centre is well equipped with 95 systems connected to two 128 kbps leased lines with 24 hrs connectivity providing a gateway for access to information resources as well as networking. A



videoconferencing facility facilitates communication with 43 nodal institutions under the NATP, Agriclincs and Agribusiness centers scheme and other institutions.



Publications

Publications are brought out documenting developments under various projects on a regular basis. These 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 full text on the website at www.manage.gov.in.

A list of publications published and disseminated during the period are 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 were published.

Newsletters

The following newsletters were published during the period.

- ✘ **MANAGE Bulletin** a bi-monthly newsletter from MANAGE
- ✘ **Spice** (a newsletter related to Agri Business Management) Vol. 1, No.8 was on Risk Communication of Agricultural Biotechnology
- ✘ **Estore** (a newsletter from Agri Ware Housing and Cool chain Management)
- ✘ **MANAGE-ODI Natural Resource Perspectives series** a MANAGE-ODI co-publication. No. 92 – People on the Move: New Policy Challenges for Increasingly Mobile Populations, June 2004; No. 94 – Rethinking Agricultural Policies for Pro-Poor Growth, Sept., 2004; No. 97 – Cash Transfers – Mere 'Gadaffi Syndrome', or Serious Potential for rural Rehabilitation and Development, March 2005.

MANAGE on the web

The MANAGE website at www.manage.gov.in 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.

Information on the Agriclincs and Agribusiness centers scheme can be accessed at www.agriclinics.net and on the Kisan Call Centers site at www.kisancallcenter.net. The Agriclincs site gives information on progress under the scheme and initiatives by agripreneurs



trained in different nodal institutions across the country. A Discussion Forum has also been set up and brings together around 450 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.

Interlibrary Loan Agreement with Mann Library, Cornell University

MANAGE has entered into a reciprocal Inter Library Loan Agreement with Mann Library, Cornell University, Ithaca, New York for exchange of reading material including copies of journal articles, book chapters etc.

10. Promotion of Official Language

Several initiatives to promote the use of Hindi language were made during the year. The Official Language Implementation Committee was constituted. Hindi Day was

organized on September 14, 2004 at MANAGE. Efforts have been made to promote the use of Hindi within MANAGE through use of bi-lingual forms in day-to-day transactions.

11. Development of Physical Infrastructure

MANAGE campus covers a total area of 42 acres and consists of Academic buildings, Hostel buildings with recreation facilities, a Health Centre and residential area.

The Infrastructure facilities include:

- i) Academic Building with fully equipped rooms for Faculty, Administration, Accounts and Supporting staff, Information Centre, well designed classrooms and conference halls equipped with the latest AV equipment to create a comfortable learning environment.
- ii) Hostel Buildings with 119 rooms provide accommodation for students, participants, visitors and guests with round the clock facilities.
- iii) Recreation facilities include Billiards, Table Tennis, Badminton, Tennis Court and Squash Court.

- iv) Residential Accommodation for Faculty and staff and a Health Center

A lot of attention is given to conservation on the campus which include soil and water conservation measures through check dams, percolation tanks, field bunds, gully control measures, sunken pits, silt traps, vegetative measures, etc.; waste water treatment and re-utilization; and solid waste management through vermi culture.

The Sewage Treatment System, Reverse Osmosis Process for treatment of bore well water to potable water standards, Solar water heating system, Greenhouse are maintained as per standards. The increased area of greenery with well-designed landscaping, provide a good ambience. A 300 KVA sub station provides uninterrupted power supply through 500-kva generator system to make the stay comfortable on campus.

12. Administration and Accounts

Administration

The general supervision of MANAGE activities vests with the General Council presided over by the Hon'ble Union Minister for Agriculture, Government of India. The Hon'ble Minister of State for Agriculture and the Secretary (Agriculture & Cooperation), Ministry of Agriculture, Government of India, are the two Vice Presidents in the General Council.

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 has 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 a 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 (Agriculture & Cooperation), Ministry of Agriculture, Government of India as its Chairman. The composition of the Executive Council may be seen at Annexure - II.

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.

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.



Administrative and Accounts Support

The Director General is supported by an Administrative Officer on general administrative matters and a Programme Officer for conducting various training programmes. An Accounts Officer with five supporting staff assists the Director General in processing, maintenance and auditing of accounts.

Engineering Support

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

Funds

MANAGE was included in the regular Tenth Five Year Plan 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 to achieve this objective.

Miscellaneous General Council Meetings

The 30th General Council Meeting and 31st Annual General Meeting were held on 14.12.2004.

Executive Council Meetings

Four meetings (47th, 48th, 49th & 50th) of the Executive Council were held on 28.4.2004, 4.10.2004, 49th (by circulation) and 29.3.2005 respectively.

Financial Position

The Annual Accounts for the year 2004-2005 have been audited by the Accountant General, A.P., Hyderabad.

Distinguished Visitors Dignitaries who visited MANAGE during 2004-05

Shri. N. Raghuvveera Reddy Hon'ble Agriculture Minister, Govt. of Andhra Pradesh	02-10-2004
Parliamentary Committee under the Chairmanship of Prof. Ram Gopal Yadav	27-11-2004
Smt. Sabitha Indra Reddy Hon'ble Minister for Mines, Govt. of Andhra Pradesh	05-03-2005
Shri. Sharad Pawar Hon'ble Union Minister for Agriculture, Consumer Affairs, Food and Public Distribution, Ministry of Agriculture, Govt. of India	08-03-2005
Dr. N.K. Tyagi Ex-Director, IASRI, New Delhi	10-03-2005
Dr. Bimal Pandey Trivedi Secretary (Agri & Marketing) Govt. of West Bengal	09-03-2005
Mrs. Ranjana Kumar Chairperson, NABARD	20-03-2005
Shri. D.N. Sahaya Governor of Tripura	22-03-2005
Mrs. Radha Singh Secretary (Agriculture) Ministry of Agriculture, Govt. of India	29-03-2005

Foreign Delegates who visited MANAGE during 2004-05

Delegates from Islamic Republic of Iran	23-11-2004
Fifteen delegates from 13 developing countries	01-02-2005
Eighteen senior Executives from 14 countries	01-02-2005
Six-member team from the Ministry of Agriculture, Republic of Tejkistan	01-02-2005



ANNEXURES



ANNEXURE - I**Composition of the General Council of MANAGE (as on 31.3.2005)**

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 Sharad Pawar 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 Kantilal Bhuria 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 MANAGE as members	4	Shri Vijaya Sampatrao Borade Trustee, Marathwada Sheti Sahayya Mandal Krishi Vigyan Kendra C/o Ajay Engineering, Adalat Road, Aurangabad, MAHARASHTRA
		5	Rajendra Pawar Agricultural Trust Sharda Nagar, Barramati MAHARASHTRA
		6	Shri R.C. Chaudhary Participatory Rural Development Foundation Canal Road, Shivapur Shabazganj P.O. Jungle Salik Raom Gorakhpur - 273 004 UTTAR PRADESH
		7	Shri G. Gopal Reddy Shri Aurobindo Institute for Rural Development (SAIRD) Post. Gaddipalli Nalgonda Dist- 508 201 ANDHRA PRADESH



Rule No.	Composition of General Council	S.No	Name & Address of the Member
iv	Nine eminent persons who have made noteworthy contributions in the field of agricultural development and allied subjects.	8	Shri Vimal Chawda VNR Farm Village Gomchi P.O. Tendua, Raipur (Chattisgarh)
		9	Shri Bahadur Singh Verma Village Kailar, Saproon, Tehsil Solan HIMACHAL PRADESH
		10	Shri Haricharan Das Fish Breeding Centre Village Vidyasagar palli, Agartala TRIPURA
		11	Shri G.N. Raju Yadav Guduru Mandal, Guduru - 521 149 Krishna District, ANDHRA PRADESH
		12	Dr Mahadevappa Madappa 1576, 1 Cross Chandra Layout, Bangalore
		13	Shri Sopan S. Kanchan E-15, Nisarg -Market Yard, Gultekdi Irrigation Colony, PUNE - 411 037 MAHARASHTRA
		14	Sardar Darshan Singh Tabiba Village Hiyatpura P.O. Machhiwara Dist. Ludhiana, PUNJAB
		15	Shri Uday Narayanrao Borawake CHAIRMAN, Uday Baug Off-Solapur Road, Near Racecourse, Pune - 411 013 , MAHARASHTRA
		16	Shri S.S. Adkar 25, Suyog Apartments, S.No. 24/4 Hingne Khurd Sinhagad Road, Pune - 411 051 MAHARASHTRA

Rule No.	Composition of General Council	S.No	Name & Address of the Member
	Ex Officio Members		
v	Director General, NIRD	17	Shri Lalith Mathur, IAS Director General National Institute of Rural Devt Rajendranagar Hyderabad - 500 030
vi	Director General, ICAR	18	Dr Mangla Rai Secretary & Director General Indian Council of Agricultural Research Krishi Bhawan, New Delhi - 110 011
vii	Additional Secretary and Joint Secretary in charge 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	Dr C.T. Misra, IAS Addl. Secretary (Agri. Extn.) Dept. of Agri. & Coop., Ministry of Agriculture, Krishi Bhawan NEW DELHI - 110 001
		20	Shri A.K. Agarwal, IAS Joint Secretary (Agri. Extn.) Dept. of Agri. & Coop., Ministry of Agriculture, Krishi Bhawan, NEW DELHI - 110 001
		21	Shri Prem Prakash Mathur, IAS AS & Financial Adviser Dept. of Agri. & Coop., Ministry of Agriculture Krishi Bhawan, NEW DELHI - 110 001
		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 Agri. Commissioner Department of Agri. & Coop. Ministry of Agriculture Krishi Bhawan, NEW DELHI



Rule No.	Composition of General Council	S.No	Name & Address of the Member
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	Secretary (Education) Department of Education Ministry of Human Resources Development Shastri Bhawan NEW DELHI - 110 001
		25	Secretary Dept. of Personal, Public Grievances and Pensions Dept. of Personal & Training Block -4, 2 nd Floor Old JNU Campus New Delhi
		26	Secretary to Planning Commission, Govt. of India Planning Commission Yojana Bhavan, New Delhi - 110 001
x	Five Secretaries to the State Governments / Union Territories In charge of Agril. Production (in rotation) or their nominees not below the rank of Deputy Secretary to the State Govt.	27	Agriculture Production Commissioner R.No,10, Bahukhandi Bhawan UP Secretariat, Lucknow – 226 001 UTTAR PRADESH
		28	Shri M.P. Singh, IAS Secretary (Agri.), Govt. of Punjab Chandigarh, PUNJAB
		29	Shri Bir Singh Parsheera, IAS Agriculture Production Commissioner & Pri. Secretary to Govt. Agri. & Coop., Department R.No. 179, 'B' Block Secretariat, HYDERABAD
		30	Shri G.S.G. Ayyangar, IAS Secretary Agriculture, Govt. of Tripura Agartala, TRIPURA
		31	Shri Madan Mohan Singh Agriculture Production Commissioner Govt. of Bihar, Bihar, PATNA

Rule No.	Composition of General Council	S.No	Name & Address of the Member
xi	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)	32	V A C A N T
		33	V A C A N T
		34	V A C A N T
		35	V A C A N T
		36	V A C A N T
		37	V A C A N T
		38	V A C A N T
xi	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 Agri. or an officer of equivalent rank.	39	Dr J.C. Rana Director of Agriculture Govt. of Himachal Pradesh Shimla, HIMACHAL PRADESH
		40	Shri H.K. Marak Director of Agriculture Directorate of Agri. Govt of Meghalaya, Cleve Colony Shillong, - 793 003 MEGHALAYA
		41	Director Agriculture Directorate of Agriculture Government of Madhya Pradesh Vindhyachal Bhavan Bhopal, MADHYA PRADESH
		42	Director Agriculture Govt. of Maharashtra Pune, MAHARASHTRA
xii	The Director General of MANAGE who shall be appointed by the Government of India, Ministry of Agriculture. (Ex Officio Member & Member –Secretary)	43	Shri K.V. Satyanarayana, IAS Director General National Institute of Agri. Extn. Management (MANAGE), Rajendranagar Hyderabad -500 030 (AP)
xii	Two Vice-Chancellors of Agril. Universities and one Vice-Chancellor of General University (by rotation) or their nominee not below the rank of Director. Ex-officio Members)	44	Dr P.L. Gautam Vice Chancellor GB Pant University of Agri. & Technology Pantnagar Uttaranchal



Rule No.	Composition of General Council	S.No	Name & Address of the Member
		45	Dr Jagmohan Singh Vice Chancellor Himachal 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 31.3.2005)**

Rule No.	Composition of the Executive Council	Sl.No.	Name & Address of the Member (Chairman, Officials & Non-official Members)
5.1(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 Govt. of India, Krishi Bhawan NEW DELHI - 110 001
b)	Additional Secretary incharge of Extension in the Ministry Department, Government of India dealing with MANAGE shall be the Vice-Chairman of the Executive Council	2	Dr (Mrs) C.T. Misra, IAS Addl. Secretary (Extn.) Dept of Agri & Coop. Ministry of Agriculture Krishi Bhavan, New Delhi-110 001
c)	The Director General of MANAGE	3	Shri K.V. Satyanarayana, 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., Govt. of India, Ministry of Agriculture Krishi Bhawan, NEW DELHI - 110 001
		5	Shri Prem Prakash Mathur, IAS Financial Adviser Dept of Agri & Coop., Ministry of Agriculture, Krishi Bhavan, New Delhi-110 001



Rule No.	Composition of the Executive Council	Sl.No.	Name & Address of the Member (Chairman, Officials & Non-official Members)
e)	Non-official Members 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	Shri Sopan S. Kanchan Irrigation Colony Uruli Kanchan Dist. Pune, Maharashtra
		7.	Sardar Darshan Singh Tabiba Village Hiyatpura P.O. Machhiwara, Dist. Ludhiana, Punjab
		8	Shri G.N. Raju Yadav, Guduru Mandal Guduru - 521 149, Krishna District ANDHRA PRADESH
		9	Shri Uday Narayanrao Borawake Uday Baug, Off-Solapur Road Near Racecourse, PUNE – 411 013 MAHARASHTRA
		10	Prof. M. Mahadevappa, 1576, I Cross, Chandra Layout BANGALORE – 560 040 KARNATAKA
f)	Two members to be nominated by the General Council from among the non-official members of the General Council	11	V A C A N T
		12	V A C A N T

ANNEXURE – III

**PROFILE OF MANAGE FACULTY AND OFFICERS
(as on 31/03/2005)**

Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
1.	Shri K.V. Satyanarayana, IAS	Director General	M.Com.	Joined Indian Administrative Services in 1982 and served in various capacities in Tripura and Andhra Pradesh including as Secretary of Rural Development, Tribal Welfare, Health and Finance Department.
2.	Dr. G.R. Desai	Director (OD&PC) & Project Coordinator (NATP)	M.Sc (Agril.Extn) Ph.D.(Agril.Extn)	Over 27 years of experience starting from Agriculture Finance as Agriculture Inspector in Central Bank of India, Research & Teaching in University of Agricultural Sciences, Bangalore, as Scientist (Extension) in ICAR, as Dy. Director (ETOT) at NIRD, Project Coordinator for DFID funded Agricultural Extension Management Training Project in MANAGE and further as Director, OD & PCTL from 1995 onwards. During the period, coordinated the NATP from 1999 to June 2005.
3.	Dr. M.N. Reddy	Director (Agril. Extn. & Commn.) & National Consultant (NATP)	M.Sc (Agril.Extn) Ph.D.(Agril.Extn)	29 years of experience in the field of Training, Teaching, Research, Consultancy and Field Extension at National and International level.



Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
4.	Dr. V.P. Sharma	Director (ITDP) M.A.(Economics) MBA (HRD)	M.Sc. (Statistics) Ph.D	Total 25 years 16 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
5.	Dr. Vikram Singh	Director	M.A. Psychology M.Phil - do - Ph.D - do -	Over 20 years, of which 8 years as Director in MANAGE in the areas of Organizational Behavior and Process Skills. Also served as Principal Coordinator of Post Graduate Programme in Agri- Business Management (PAPABM) for about 5 years. Also had a brief stint of 4 months at IIT, Kanpur as Registrar.
6.	Dr. V.K. Reddy	Dy. Director	M.A. Sociology PG Dip. in Labour Laws & Personnel Mgmt.	16 years as Asst. Director in NIRD, Faculty of HRD 8 years as Deputy Director in MANAGE
7.	Dr. B.D. Tripathi	Dy. Director and National Consultant (NATP)	M.Tech (Chemical Tech.) M.B.A.(HRD) Ph.D. (HRD)	Total over 23 years 8 years as Asst. Tech. Adviser in Dept. of Food, GOI 9 years as Programme Officer in MANAGE Over 6 years as Dy. Director of which 4 years as Consultant (NATP)

Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
8.	Dr. P. Chandra Shekara	Dy Director (Agri., Extn.)	Ph.D (Agril.Extn.)	16 years of experience in Agriculture Extension Training, research and consultancy at Coffee Board and MANAGE
9	Dr. K. Uma Rani	Deputy Director	Ph.D (Extn.Edu)	22 years in Training and Research
10.	Dr. K.H. Vedini	Programme Officer Ph.D (Netherlands)	M.Sc. (Agril.Eco)	4 years experience as Consultant for Development Projects 6 years as Academician as Corporate Trainer in Agriculture Marketing & Trade
11.	Shri J. Pandu Ranga Rao	Asst. Director (Sr. Scale) (Computers)	M.Sc. (Statistics) M.A. (Eco.) Diploma in Computer Science	Total 34 years 19 years as Research Officer in NIRD. 15 years as Asst. Director in MANAGE
12.	Mrs. Lakshmi Murthy	Asst. Director (Doc.)	M.A. (Eco) M.Ll.Sc Advanced Diploma in French	21 years in Documentation and Information Management
13.	Dr. T.D.S. Kumar	Asst. Director	M.Sc (Ag. Eco.) Ph.D (Ag. Eco)	18 years in Trg., Research & Consultancy Trained as facilitator
14	Dr. M.A. Kareem	Asst. Director (Sr. Scale)	M.Sc. (Agri. Extn.) Ph.D	15 years in Training and Research in MANAGE
15.	Dr. G. Jaya	Asst. Director	M.B.A. (HRD) Ph.D. (HRD)	17 years in Training, research and consultancy
16.	Shri K.V. Rao	Programmer	M.Tech. (CSE) M.Sc (Physics) PGDCA	Research Asst. (Phy) in CW & PRS, Pune, Ministry of Water Resources, GOI.
17.	Shri A. Srinivasa Charyulu	Research Associate	M.A. MLISc	10 years experience in documentation and information management



Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
18.	Dr. B. Renuka Rani	Research Associate	M.S.W. Ph.D (Women Studies) PGDPR (Public relation)	Over 12 years 3 years teaching (MLTC Instructor) 9 years Training, research and consultancy in MANAGE
19.	Smt. P. Lakshmi Manohari	Research Associate	M.Sc (Agril.)	16 years experience in Extension, research and training
20.	Shri G. Bhaskar	Research Associate	MCA, MBA MCSE, M.A. Dip. in RDBMS & OOPS	16 years experience in Software Development and Training
21.	Shri A. Krishna Murthy	Documentation Asst.	M.A (Pub.Admn.) M.LI.Sc, M.Phil. PG Dip in Library Automation & Networking	Total 13 years of which, 9 years in Organization of Information and Database Management in MANAGE
22.	Dr. K. Sai Maheshwari	Research Associate	M.Sc., PG Diploma in Sericulture Ph.D (Sericulture)	Total 12 years of which 7 years experience in research and training in MANAGE
23.	Shri B. Venkat Rao	Research Associate	M.B.A. (Mktg.)	7 years as R.A. in MANAGE
24.	Dr. P. Kanaka Durga	Research Associate	Ph.D (Agri. Eco.)	Total 10 years of which 6 years as R.A. in MANAGE

ADMINISTRATION AND ACCOUNTS

Sl. No.	Name of the Faculty	Designation	Qualification	Experience
1.	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.	24 years of service in NIRD & MANAGE
2.	Shri C.R. Vidyasagar	Asst. Engineer (Civil)	AMIE (Civil Engineering) MIE (India) CE (India)	Over 14 years in the Engineering Field at various levels and 8 years of service in MANAGE
3.	Dr. K. Srivally	Hindi Translator	M.A (Hindi) M.Phil (Hindi) PG Diploma in Translation Ph.D (Hindi)	4 Years as Jr. Lecturer and 7 years as Hindi Translator
4.	Shri A.V.N.N. Gupta	Office Superintendent	B.Com	24 years of service in NIRD & MANAGE
5.	Shri Ch.Naga Mallikarjuna Rao	Sr. Accountant	M.Com ICWA (Inter)	14 years of service in MANAGE
6.	Shri E.Rajasekhar	Office Superintendent	B.Sc Certificate course in Computer Languages & Applications	18 years of service in DOR & MANAGE



**NATIONAL INSTITUTE OF
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EXTENSION MANAGEMENT**

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

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