



**MANAGE**

**Annual Report**  
**2006-2007**



**November 2007**

**NATIONAL INSTITUTE OF AGRICULTURAL EXTENSION MANAGEMENT**

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

Rajendranagar, Hyderabad 500 030



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## 1. About MANAGE



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, agriculture is being transformed into an increasingly commercialized, market-driven activity. Complex agricultural technology demands reorientation of the agricultural extension system. Effective ways of managing the extension system need to be evolved; extension functionaries must be enabled to transform the extension through training and capacity building. MANAGE has been endeavouring to fulfill this imperative need.

### I. Mission

Our mission is one of facilitating the acquisition of managerial and technical skills by extension officers, managers, scientists and administrators, in all sectors of agricultural economy with a view to enable them to provide the 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. The sharing of our wealth of experience with other institutions, thus enabling them to adapt and adopt these innovations, is one of our core concerns.



Shri. Sharad Pawar, Hon'ble Union Minister for Agriculture, speaking on the occasion of 33rd Meeting of the General Council held at MANAGE on 9th Sept., 2006.

Smt. Radha Singh, I.A.S., Secretary (Agriculture) Govt. of India and Shri. K.V. Satyanarayana, I.A.S., Director General, MANAGE are also seen.

## II. Vision

Our vision is to be counted among the most pioneering, innovative, user-friendly and self-supporting agricultural management institutes in the world.

## III. 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 collaborating 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.



Dr. P.K. Mishra, I.A.S., (extream left)  
Secretary (Agri. & Coop.)  
Govt. of India  
interacting with the faculty  
members of MANAGE

#### IV. Core Values

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

To realize the above mandate, MANAGE offers its services in five streams - Training; Consultancy; Management Education; Research; and Information & Documentation Services.

Dr. Mangala Rai, Secretary &  
Director General, Indian Council  
of Agricultural Research  
(extream right) discussing  
during the 33rd meeting  
of the General Council held at  
MANAGE on 9th Sept., 2006



## 2. Academic Programmes - 2006-07

Capacity building of the extension functionaries spread across the country to impart professionalism in their working is an important activity of MANAGE. Through the training and capacity building programmes focusing on agriculture and allied areas, MANAGE imparts knowledge and develops skills required for effective performance by the extension functionaries. The programmes are designed taking into account the changing environment to prepare the functionaries to cope with the changes and adapt better delivery mechanisms for effective implementation of various programmes.

### Training Methodologies

MANAGE is successful in making the programmes more need-based and conducts customized and tailor-made programmes in addition to theme programmes. It adopts training methods and techniques such as lectures, discussions, case studies, group discussion, games and exercises, presentations and field visits. MANAGE programmes focus on experiential learning as a unique training method.

### Participants' Profile

During 2006-2007, MANAGE has organized one hundred twenty-two programmes covering two thousand nine hundred and ninety four participants.

The participants include:

- ◆ Middle and Senior Level Officers from State Department of Agriculture and allied sectors
- ◆ Senior Scientists from State Agricultural Universities and Krishi Vignan Kendras
- ◆ Representatives from Voluntary Organization involved in Agricultural Extension activities
- ◆ Senior officers from financial institutions etc.

### Theme areas

MANAGE training programmes cover the key areas that are vital for the management of agricultural extension system in India. These include:

- ◆ Agricultural Extension Management
- ◆ Agri-Business Management
- ◆ Natural Resource Management
- ◆ Agricultural Extension and Communication
- ◆ Information Technology to Support Agricultural Extension.

On the above themes, training programmes, workshops and seminars, were organized during the report period.



## Training Programmes - April 2006-March 2007

S.No.	Particulars	Achievement						Total	No. of Participants
		Planned April-March		No. of Prog. Organized against planned		Additional Program Organized			
		Trg	Ws	Trg	Ws	Trg	Ws		
<b>1.</b>	<b>Agricultural Extension Management</b>								
1.1	Theme Programmes	35	12	35	12	3	4	54	1301
1.2	Programme under Support to State Extension Programme for Extension Reforms	-	2	-	2	7	5	14	522
<b>2</b>	<b>Agriculture Business Management</b>								
2.1	Theme Programmes	8	2	8	2	4	-	14	284
3	Natural Resource Management								
3.1	Theme Programmes	4	-	4	-	4	-	8	196
<b>4</b>	<b>Agricultural Extension and Communication</b>								
4.1	Theme Programmes	4	-	4	-	6	5	15	331
<b>5</b>	<b>Information Technology to Support Agricultural Extension</b>								
5.1	Theme Programmes	6	4	6	4	1	6	17	360
	<b>TOTAL</b>	<b>57</b>	<b>20</b>	<b>57</b>	<b>20</b>	<b>25</b>	<b>20</b>	<b>122</b>	<b>2994</b>

Trg: Training, Ws: Workshop

### I. Agricultural Extension Management

In evolving a pluralistic extension scenario, the role of public extension functionaries is not only to provide extension services but also to facilitate and enable the other channels of extension so that they play their meaningful roles. The public extension functionaries have to be professionalized for effective performance of their duties besides promoting the other channels of extension like Private Extension and Public-Private Partnership Extension, so that the complementarity of the extension agencies will strengthen the extension system.

It is expected that the future growth in agriculture is likely to be heralded through improvements in productivity of diversified farming systems, sustainable management of natural resources, linkage of production

system with marketing, agro-processing and other value-added activities at the farm level. Considering the emerging scenario, efforts are being made to develop the conceptual understanding and skills of the field extension personnel.



Group work by participants in a training programme on farming systems approach for sustainable agriculture.



Under this theme, forty-nine programmes were planned and organised as scheduled during the period from April 2006 March 2007, as given in the table below:

S.No.	Programmes	No. of Programmes
1	Extension Reforms and Strategic Planning for Agricultural Development (under extension reforms)	2
2	Training of Trainers Programme for the faculty of EEs and SAMETIs	4
3	Farming System Approach for Sustainable Agriculture	4
4	Participatory Methodologies for Agricultural Extension Management	1
5	Participatory Extension Management for Women Extension Functionaries	2
6	Human Resource Development for Agricultural Extension	1
7	Model Training Programme on Gender Budgeting	1
8	Gender Concerns in Agriculture Extension	3
9	Facilitators Workshop for Operationalization of Reforms	4
10	Management of Change in Agriculture	1
11	Farm Business Management	5
12	Public Private Partnership for Agricultural Development for Senior Executives	2
13	Training Management for Trainers	1
14	Promotion of Farmers' Organizations for Agriculture Development	2
15	Management Development Programme on Managerial Skills for Extension Personnel	1
16	Managerial Tools and Techniques in Project Management	2
17	Programme on Market-led Extension	2
18	Programme on Farm Mechanization Extension (FME)	1
19	Orientation Programme on Public-Private- Partnership for Agricultural Development	10
<b>Total</b>		<b>49</b>

Training Programmes organised under this theme cover broad areas like Farming Systems Approach for Sustainable Agriculture, Management of Change in Agriculture, Extension Reforms and Strategic Planning for Agriculture Development, Public-Private Partnership in Agricultural Extension, Farm Business Management, Promotion of Farmers' Organizations, Human Resource Development for Agriculture Extension, Training Management for Trainers, and Gender Concerns in Agriculture.

Under Agricultural Extension Management theme, seven additional programmes were also

organized during the period under review. All these additional programmes are tailor-made and sponsored by the client organizations.

Details of programmes in some of the emerging areas under the agricultural extension theme are given below:

#### **a. Farm Business Management**

The changing economic scenario and the emerging market opportunities due to liberalization and export orientation have placed greater challenges on the farming communities and subsequently the technology dissemination systems in the agriculture and allied

sectors. It is expected that future growth in agriculture is likely to be powered through improvements in productivity of diversified farming systems with regional specialization, sustainable management of natural resources, linkage of production system with marketing, agro-processing and other value-added activities at the farm level. In view of this, the nature and scope of the agricultural extension programmes are to be modified so as to suit the requirements. Hence, the concept of Farm Business Management is being promoted by MANAGE with the objective of helping the extension workers improve their skills in analyzing the farm business of a farmer and providing him appropriate advice on a farming system mode, so as to improve the present level of economy of the farmer. In view of the importance of this concept and the need to introduce the concept in the field situation, it was felt necessary to train the master trainers and the field personnel in this concept.

#### Objectives of the programmes:

- ◆ to orient the participants to the concept of Farm Business Management
- ◆ to provide an understanding of steps involved in operationalizing Farm Business Management
- ◆ to develop skills in operationalizing the concept of Farm Business Management
- ◆ to develop action plans for operationalizing the Farm Business Management concept in the field situations.

The content of the programme included orientation to the concept of Farm Business

Management, understanding the farmer and his situation, study of the farm, study of the resources of the farmer, clarifying the objectives of farming, understanding the context of farming, exploring the present farming system being followed by the farmer, analysis of the present farm business, exploring business opportunities and market demands, deciding Farm Business Management Strategy, resource allocation and farm budgeting, implementation of Farm Business Management Plan, review and evaluation of lessons from experience. The methodology for the study included various techniques of learning. The techniques used were brain storming, working in groups, undertaking tasks, experience sharing, consolidation of learning, exploration of the concepts, undertaking field tasks and development of back-at-work application plan. Four programmes with 112 participants drawn from KVKs and line departments were organized on Farm Business Management, during the report period.

#### b. Public-Private Partnership (PPP) for Agricultural Development

The need for promoting multiple channels of extension was long recognized due to the increasing complexity of the agricultural technology and the need for increased yields with reduced unit cost of production. The public extension system must be complemented by the private service providers. One model of involving the private service providers is through the Public-Private Partnership in Agricultural Extension so that the effectiveness of the extension will be improved besides reducing the burden on the Public extension



A training session on Public-Private Partnership in progress

functionaries. It is expected that PPP will bring in demand-driven extension with increased accountability to the farmers, besides ensuring financial sustainability of the system. The PPP is likely to bridge the inadequacies of the private extension system, like limited reach. Thus, the PPP in Agricultural Extension is being promoted by sensitizing the public extension functionaries at various levels so that they could recognize the areas of partnership and the mechanism for operationalizing the Public-Private Partnerships. MANAGE has taken a significant lead forward in promoting this concept by organizing training programmes covering all the states of the country and by preparing the case studies.

### Objectives of the programmes:

- ◆ to orient on the concept of Public-Private Partnership in order to bring about a change in the mindset
- ◆ to understand and share the existing Public-Private Partnership models in agricultural development and the process which make these models successful
- ◆ to consolidate and evolve suitable Public-Private Partnership for specific application in state projects.

The content of the programme includes concept and existing models; processes involved in PPP; nature of partners and areas of partnerships; challenges - social, economic, legal and policy-related and Success Stories of Public-Private Partnership.

The major training methodologies followed in these programmes were the case discussions, group

assignments, report preparation and presentations. At the end of each course, the areas of Public-Private Partnership were also flagged by the participants relevant for their states while preparing back-at-work plans.

Twelve training programmes were conducted across the country, covering 341 senior functionaries representing Agriculture and Allied Departments, Farmers' Organizations, Cooperatives, Agri-Business Companies, NGOs, Public and Private Financial Institutions and other Agricultural Extension Service Providers.

### ii. Agribusiness Management

With the increased globalization, there has to be a paradigm shift in the way agriculture has to perform in order to compete successfully in the domestic and global markets. The focus has to be on increased productivity without sacrificing the quality standards so as to make our products more competitive. Besides, there is a need for increasing the pace of commercialization and value addition in agriculture so that realizations to the farming community will improve. This will call for a demand-driven private extension system to fill the gaps. Recognizing the above, MANAGE has organized training programmes for the extension functionaries. The Heads of the training institutions involved in Agri-Clinics and Agri-Business Schemes in various states were also trained so that there would be entrepreneurial development with a pool of private extension providers drawn from graduates in Agriculture, to give the extension advisory. The following courses were organized under the theme Agribusiness Management during the year:

S.No.	Programmes	No. of Programmes
1	Course on Promotion of Agri-Clinics and Agri-Business Centres.	1
2	WTO and Its Implications on Indian Agriculture	3
3	Programme on Entrepreneurship Development in Agriculture	2
4	Course on Promotion of Commercialization and Value Addition in Agriculture Development	1
5	Programme on Risk Management in Agriculture	1
6	Workshop on Agri-Clinics and Agri-Business Centres Scheme	2
<b>Total</b>		<b>10</b>

In addition to the above, MANAGE has also conducted Management Development Programme for the Executives of the Agri-Business companies like Pro-Agro Seeds and Vibha Seeds, besides organizing an orientation programme on Agri-clinics for the officials of J&K Government.

### iii. Natural Resource Management

In the post-green revolution period, the thrust of Indian agriculture has been on enhancement of agricultural productivity through sustainable practices. Watershed management with focus on participatory approach has emerged as the central theme of the various developmental interventions for sustainable agriculture. With new approaches / insights in the wake of the implementation of revised guidelines under participatory approach, community-based organizations such as SHGs, UGs, WAs have emerged as important means for managing watershed projects. Based on the experience over the years, participatory approach in watershed projects has been getting institutionalized due to adoption of the new guidelines.

With the implementation of restructured National Watershed Development Programmes for Rural Areas (NWDPRAs), capacity building of personnel on the revised guidelines has assumed significance. In particular, the need was for orientation on social and managerial aspects of watershed projects. The focus of MANAGE training is mainly on orienting state level officials, field functionaries involved in watershed projects, in the social and managerial aspects of management of watersheds. Besides training the functionaries, MANAGE has organized Training of Trainers programmes for development of master trainers to adequately equip them in the methodology of training and management of watersheds.

### a. Training on Participatory Watershed Management

While the functionaries have been, by and large, sensitized to the participatory approach, what is more required, it was felt, is follow it up with necessary competencies on practical / operational aspects to facilitate the grounding of the projects and their management. As social resource management / community organization is one of the important components of participatory approach, it is imperative to develop skills of the functionaries in this area. Besides, the latest guidelines also focus on development of agriculture production systems and livelihoods along with natural resource management. The course was aimed at getting the participants acquainted with these facets of watershed management.

#### Objectives:

The overall objective of the programme has been to expose the participants to managerial and social aspects of watershed development. The specific objectives have been:

- ◆ to familiarize the participants with technical aspects of watershed management
- ◆ to get the participants exposed to the practices of forming and sustaining community based organizations
- ◆ to help them understand the steps and procedures in the preparation of watershed plan
- ◆ to gain experience in the operational aspects and processes in managing watershed projects.

Three training programmes were organized in which 73 functionaries participated from across the country.

S.No.	Programmes	No. of Programmes
1	Training on Participatory Watershed Management	3
2	Training of Trainers on Participatory Watershed Management under NWDPRAs	1
<b>Total</b>		<b>4</b>



### **b. Training of Trainers on Participatory Watershed Management**

Given the magnitude of personnel to be trained at various levels for watershed management, training of trainers of state institutions and other organizations involved in capacity building for watershed development assumes great significance. The needs of trainers are not only with regard to the training methodology but also with regard to 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. The state level trainers will, in turn, train the district level personnel and trainers for carrying forward the capacity building exercise to the field level. The course was a part of the efforts taken in this direction.

#### **Objectives:**

The overall objective of the programme has been to expose the trainers on managerial and social aspects of watershed development. The specific objectives have been:

- ◆ to familiarize the state and regional level trainers with operational and managerial aspects of participatory watershed development
- ◆ to provide them good grounding in the various processes relating to forming and sustaining community based organizations for watershed management
- ◆ to get them acquainted with the methodology for organizing follow-up training programmes on watershed management.

One programme with seventeen participants was organized for training of trainers during the year.

Four additional programmes were also organized on Participatory Watershed Management. These include the programme on Participatory Watershed Management for officials of Tamil Nadu; Training of Trainers on Micro Irrigation; Role of Farmers' Organizations in collaboration with Maharashtra Chamber of Commerce, Industries and Agriculture, Pune, and Advanced Training Programme on Participatory Watershed Management.

One hundred and ninety-six participants were trained under this theme.

**iv. Agricultural Extension and Communication**

Mass media is playing an important role in transfer of agricultural technologies among farming communities since a long time. The role of television, radio and print media in support of agricultural extension services to farmers is commendable. The advent of digital and satellite technologies powered the mass media channels phenomenally in broadcasting relevant agricultural programmes effectively to the farmers in the villages. For better utilization of powerful mass media in support of agricultural extension, there is a need for improving professionalism on the part of all officials in planning and development of relevant agricultural programmes.

Mass Media Support to Agriculture Extension Scheme, an initiative by Ministry of Agriculture, Govt. of India is under implementation with the objective of using Doordarshan and All India Radio for supporting Agricultural Extension. MANAGE has been assigned the responsibility of Capacity Building of the Production Executives of Doordarshan and All India Radio (AIR) under the scheme Media Support to Agriculture Extension.

Based on the requirements, MANAGE has conducted 10 training programmes and 5 workshops on Agriculture Media Skills for the producers of Doordarshan; All India Radio and Development Department functionaries. The details of the programme areas follows:

S.No.	Programmes	No. of Programmes
1	Training Programmes on Identification, Development, Delivery and Assessment of Content for Programmes of Narrowcasting Stations	2
2	Training Programme on Identification, Development, Delivery and Assessment of Content for Programmes of FM Broadcast	3
3	Training Programme on Agricultural Programme Planning, Development, Delivery and Evaluation of Programmes of Mass Media for State Government Functionaries	5
4	Review Workshop for programme Producers of FM Broadcast	2
5	Review Workshop for programme Producers of Narrowcasting stations	1
6	Review Workshop for State Government Functionaries	2
<b>Total</b>		<b>15</b>

Under the theme Agricultural Extension and Communication, three hundred and thirty one participants were trained.

S.No.	Programmes	No. of Programmes
1	Use of ICT Tools for Improving Access to Agricultural Information at Grassroots Level	6
2	Workshop on mainstreaming the use of Village Knowledge Centers for effective delivery of Agricultural Information	4
<b>Total</b>		<b>10</b>

One programme with twenty-four participants on "Use of Village Knowledge Centre for Effective Delivery of Agricultural Information" was organized, in addition to the above programmes, in January 2007, in collaboration with the Maharashtra Chamber of Commerce, Industries and Agriculture (MCCIA), Pune, on request from MCCIA, Pune. The programme deliberated on content creation and updating issues and also sustainability of Village Knowledge Centres, particularly those being run by the rural entrepreneurs.

#### a. Workshop-cum-Training on AGMARKNET

Agricultural Marketing Adviser (AMA), Department of Agriculture and Cooperation, Ministry of Agriculture, assigned MANAGE the responsibility of organizing programmes on AGMARKNET for the officers of State Marketing Boards, officers of ATMA, KVKs and farmers. Accordingly, during the period under review, MANAGE has organized six programmes with one

hundred and fifty-four participants on "AGMARKNET - Internet-based Agricultural Marketing Network to Support Agricultural Marketing Extension". The major objectives of the Workshop-cum-Training have been to sensitize the District Level Extension Officers/Marketing Officers, scientists of KVKs and farmers on the importance of Agricultural Marketing Information and empower them to access information on the AGMARKNET portal. These programmes promoted concepts like Market-Led Extension and marketing intelligence for better decision making by farmers so as to improve their incomes. The programme also imparted knowledge to retrieve information from the AGMARKNET, portal besides orientation on futures trade and commodity exchanges.

During 2006-07, a total number of three hundred and sixty participants were trained under the theme Information Technology to Support Agricultural Extension. This includes the additional programmes.



A view of the feedback session in the workshop-cum-training on AGMARKNET held at Pune.

### 3. Research

#### i. Study on Strategies for Improving the Performance of Farming Systems in Rainfed Areas

Rainfed farming continues to be the key for providing livelihood to a large number of rural people in India. Sixty-five per cent of the farming population in the country depends on rainfed farming. Keeping in view the importance of this pattern of farming practiced by the agricultural community in the country, a study was undertaken by MANAGE to examine the overall context, so that focused efforts could be planned for intervention during the next plan period. The study was undertaken with the following objectives:

##### Objectives:

- ◆ to examine the present context of the rainfed farming system and identify the constraints
- ◆ to examine the present policies and programmes to support farmers in rainfed areas and their implications
- ◆ to study the systems for delivery of services and support mechanisms for the farmers in rainfed areas

- ◆ to identify the issues hindering improvement of the farmers in rainfed areas
- ◆ to identify options (technological, managerial, organizational) for improving and supporting farmers in rainfed areas
- ◆ to suggest a strategy for improving the performance of farmers in rainfed areas.

Two approaches were adopted in the study. As a part of the first approach, regional workshops were held at three places, i.e. Guwahati for North East, Bhubaneswar for Eastern India and Hyderabad for Southern and Western India. The workshops focused on identifying the present status of rainfed farming system in the region, identification of development issues and possible options for overcoming the issues. The participants of the workshops included officials representing State Agricultural Universities, ICAR institutions, NGOs, Central Agricultural Universities, Line Departments implementing the development, and academic bodies.



A view of the workshop on strategies for improving the performance of farming systems in rainfed areas held at MANAGE



Group work by participants of the workshop on strategies for improving the performance of farming systems in rainfed areas held at MANAGE

The second approach involved was a field study undertaken in 12 states (Andhra Pradesh, Assam, Karnataka, Tamil Nadu, Maharashtra, West Bengal, Uttar Pradesh, Madhya Pradesh, Rajasthan, Gujarat, Orissa and Himachal Pradesh), covering a sample of farmers representing small, marginal, medium and big size land holding categories. The data collection and analysis for all the 12 states has been completed.

### **ii. Project on Vulnerability Assessment and Enhancing Adaptive Capacity to Climate Change in Semi-Arid Areas of India**

As part of the objective of the project relating to optimizing the delivery systems, MANAGE is expected to undertake capacity building of development functionaries. During 2005 -06, situation analysis of the two pilot districts and selected villages was carried out. The objective was to assess the status of vulnerability and adaptive capacity of the farmers in pilot areas. The capacity building of the functionaries will be taken up, based on the modules and materials specifically prepared for integrating the climate-related aspects in ongoing training programmes. The work relating to the module development consisted of two phases: 1. Identification of the training programmes for integration of climate-related aspects and 2. Development of training and design and pilot testing of the same.

During 2006-07, as decided by the Steering Committee of the project, the development of modules was carried out in collaboration with WINROCK - a consultancy organization in climatic research and development. As part of this work the curricula of existing training were analyzed with a view to identifying the programmes in which climate-related themes could be integrated. The analysis also included the training methodology of the programmes as also the scope for inclusion of climate-related aspects.

### **iii. Case Studies in Public-Private Partnerships**

To orient the participants and officers from public, private and NGO sectors to the areas of public-private partnership, the case method was prominently used and hence MANAGE attempted to document case studies in the areas of contract farming, extension services, supply of inputs etc. The brief summary of the case studies prepared on public-private partnership by the MANAGE faculty members is given in the following paragraphs.

#### **1. Contract Farming Ventures : A Few Successful Cases.**

Under this, i) The Appachi's Integrated Cotton Cultivation: Innovative Model, ii) The Classic Case of Pepsi Foods Ltd., and iii) the Ugar Sugar's experience were studied.

2. Gherkins under contract farming in A.P. and Karnataka.

This case examines the impact of Gherkin cultivation under contract farming in Tumkur (Karnataka) and Medak (A.P.) on income levels of farmers vis-à-vis the services provided by the firm, viz., Global Green Co.

3. Potato under contract farming by Frito Lay in Punjab.

This case examines the impact on income, extension services and farmers' perception about the contract farming in Ludhiana district of Punjab.

4. Uttam Bandhan - A Quality Bond of Partnership.

This case examines the Public-Private Partnership initiative taken up by the ATMA, Sangrur, and Chambal Fertilizers in Punjab. It studies the objectives of Uttam Bandhan scheme, its outcomes, benefits, constraints and success points. It covers three other caselets which illustrate cases of farmers' cooperatives as successful seed producers and crop diversification as off-shoots of the PPP initiatives.

5. Excel - Parle - Farmers - A case of Partnership.

This case examines the partnership of Excel Crop Care Limited with Parle India Limited, through its programme "Excel and Me" in Behraich district of U.P. for the production of sugarcane.

6. Project Atmapratistha - An Inspiring Public-Private Partnership In Assam.

This case studies the success of Sunderpukhri Milk Cooperative Society which works in partnership with many public and private agencies and how it improved the self-employment of rural youth, economic development, quality of milk etc.

7. Public-Private Partnership in Agricultural Extension Management: A Case Study on Hoshangabad Model of Madhya Pradesh.

This case documents the process of Public-Private Partnership initiatives between the Department of Agriculture and Dhanuka Group, in Hoshangabad District of Madhya Pradesh. It studies in detail the process of implementation of agricultural extension programmes taken up as per the MoU signed by both the partners. Based on the case experience, it suggests the best practices for PPP in agricultural extension management.

## 4. Consultancy

### i. Evaluation Study of Central Sector Plan Scheme on Assistance to Cooperatives

India is the largest producer of milk in the world with a produce of 99.1 million tons (2003-04). The dairy cooperatives' milk procurement crossed 20 million kilogram per day during 2004-05, registering a 15% increase over 2003-04 (NDDB annual report 2004-05). The value output contribution of livestock sector to the GDP of the country is about 26% of the total contribution from agriculture and allied sector. The annual value of India's milk production amounts to about Rs.880 billion and the dairy cooperatives generate employment opportunity for about 1.2 crore farm-families.

The dairy sector in India is organized on a cooperative basis in a three-tier system. At the national level, the National Dairy Development Board is a body corporate, constituted under the National Dairy Development Board Act 1987. At the second level, in the state level, there are 15 milk marketing federations, coordinating the activities of 170 milk producers' cooperative unions. The milk producers' cooperative unions are at the district level and normally serve more than one district in the milk-shed area.

#### About the Scheme

The district level milk unions are the most critical links for determining the efficiency and profitability of the dairy sector. Over the last three decades, the NDDB and State Dairy Development Federations have been providing technical and managerial guidance to the milk unions. The performance of the milk unions across the country has been quite variable, with some milk unions and state level federations performing exceedingly well, whereas some others doing very poorly, resulting in huge losses accumulating over the years. Around 45-50 unions (out of 170 in the country) were having accumulated losses at the end of 8th Plan. Some of the unions had accumulated losses running into more than

15 crores, making the continuity of the unions highly vulnerable. As the economy of milk producing farmers is vitally linked to the sustainability of the concerned milk unions, allowing to close down these unions became a very critical social issue.

#### About the Study

The "Assistance to Cooperatives" Scheme has been in operation for over 6 years (since 1999-2000). Rehabilitation Plans for 24 Milk Unions have been approved and 100% of the central share for many milk unions has been released. It was observed by the Department of Dairying, Govt. of India, that the progress of the "Scheme" supported Milk Unions has not been uniform. Only a few assisted Milk Unions had achieved the targets envisaged in the Rehabilitation Plans, whereas many of the assisted unions were far behind the targets. Hence, National Institute of Agricultural Extension Management (MANAGE), Hyderabad, was asked to undertake a study of the impact of the "Assistance to Cooperatives".

#### Objectives of the Study

The major objectives of the study were:

- ◆ to undertake an in-depth study of selected milk unions for gauging the impact of the Central Sector Scheme on their sustainability in the long run
- ◆ to review the performance of the milk unions against the targets set by the rehabilitation plans worked out jointly by unions in consultation with NDDB
- ◆ to critically examine the working of the Central Sector Scheme at the Milk Union level
- ◆ to propose suitable mid-term corrections / policy recommendations for effective implementation of the Scheme to achieve its intended objectives.

## Executive Summary

1. The progress of the implementation and impact of Central Sector Scheme "Assistance to Cooperatives" has been mixed, across the three categories of the milk unions. They could be termed satisfactory, moderately satisfactory and poor respectively. Whereas the progress at the satisfactory category milk unions has been highly satisfactory and worth replication, the implementation of Rehabilitation Plan at the moderately satisfactory and poor category milk unions warrants closer monitoring.
2. The purpose and objectives of rehabilitation plans are well-accepted and appreciated by all the concerned managements, the process and targets of rehabilitation plan (in terms of daily procurement and processing targets) are found to be unrealistic and are not accepted by a majority of the milk unions.
3. The proposed rehabilitation assistance (fund flow), particularly the state share, did not reach the unions in full, as it was adjusted against state share, (For example: as in the case of Allahabad, U.P., only Rs. 4000 was actually transferred to Allahabad Milk Union by UP Dairy Development Federation, whereas the remaining 260 lakhs was adjusted, at source, against the share capital of UPDDF and other outstanding liabilities), making the proposed interventions at milk union, virtually impossible.
  - i. The proposed investments from NDDB, as committed in the rehabilitation plan, also did not happen in some cases.
  - ii. The issues highlighted above are primarily responsible for the lack of new initiatives in undertaking major procurement drives or cost cutting exercise at milk union level. The Milk Unions in the moderately satisfactory category and poor category have been facing serious fund crunch as regards their working capital.

- iii. Only in the case of the satisfactory category, the rehabilitation package was implemented in full. The results there are highly satisfactory, confirming the purpose and implementation capacity at the milk union level.

## ii. National Project on Repair, Renovation and Restoration (RRR) of Water Bodies

MANAGE has undertaken a consultancy project on designing and developing the MIS and M&L Strategy for National Project on "Repair, Renovation and Restoration of Water Bodies Directly Linked to Agriculture", from Department of I & CAD (Irrigation & Command Area Development), Govt. of A.P.

This Project was funded by the Government of India and assigned to the Department of Minor Irrigation, Government of Andhra Pradesh. The Government of Andhra Pradesh has initiated this Project in eight districts, on a pilot basis.



### Objectives of the Project

The brief outline of the Project and its objectives and the work carried out by MANAGE team is outlined below:

The objective of this Project was to restore and augment the storage capacity of the water bodies in order to increase the irrigation potential of the state. The importance of this objective arises from the fact that the ground water use has been growing rapidly and large surface irrigation systems are proving costly and inadequate to meet the increasing demands for

irrigation water. Conserving the tank eco systems for multiple uses such as irrigation, domestic and livestock use is a way to provide a safety net to protect the livelihood of millions of people in semi-arid India.

In this Project, the role of MANAGE was to provide consultancy services on the development of strategy and tools for Monitoring and Learning (M & L) and its operationalisation at the field level. Besides this, Management Information System (MIS) should also be developed for proper monitoring of the project activities at various levels.

### Work Carried out by MANAGE

The role of MANAGE in this Project was to develop the M & L strategy and MIS and apply it on a pilot basis only in two districts of Andhra Pradesh viz., Mehboobnagar and Anantapur.

MANAGE has developed the M&L strategy, input and output formats. Input formats are developed for collecting data and output formats are developed to monitor the project activities on a regular basis. Schedules are also developed to collect the baseline data of the pilot districts. The baseline reports generated from the data are submitted to CADA.

MANAGE has also developed, installed and demonstrated the MIS system for the project. The System will be implemented at Water Users' Associations at village, district and state levels. MANAGE completed all the Project activities envisaged in the consultancy assignment by August 31, 2007.

### iii. Development and Testing of Gender Sensitization Modules

Gender sensitization through capacity building of extension functionaries is the primary requirement for mainstreaming gender concerns in agriculture sector. In order to achieve this, MANAGE was entrusted with the task of developing Gender Sensitization Modules for the senior, middle and cutting-edge level functionaries of agriculture and allied departments. The objectives of this project are as follows:

- ◆ Programme planners and implementation functionaries are sensitized about the present status;
- ◆ Programmes are implemented with greater sensitivity, i.e. maximum possible benefits and impact of the programme are provided to women farmers;
- ◆ Programme Implementers are better equipped to suggest changes in programmes and policies which provide greater benefit to women farmers;
- ◆ Develop a resource base in the subject "Gender Sensitization" by training 30 master trainers across the country.

The modules will be pilot tested in five states and further improved, based on the feedback received. Thirty trainers drawn from 15 states will be trained to develop master trainers, so that they can organize gender sensitization workshops and trainings in their respective states independently, after completion of the training.



A three-day workshop was organized at MANAGE with the participation of fifteen experts, for developing the modules covering the design, methodology and contents. The modules were tested in the four states of Uttar Pradesh, Andhra Pradesh, Orissa and Maharashtra, during the year. Twenty-nine Master Trainers drawn from eleven states have also participated in the four programmes in different states.

#### **iv. Assam Agricultural Competitiveness Project (AACP)**

MANAGE has taken up the consultancy project for providing advisory services and consultancy for operationalizing a decentralized extension model for delivering farm advisory services, under the Assam Agricultural Competitiveness Project (AACP). This was based on the request received from the Assam Rural Infrastructure and Agricultural Services Project (ARIASP) Society, set up by the Govt. of Assam for implementation of externally-aided projects. The overall objective of the Project is to increase the agricultural productivity and market access of targeted farmers and community groups by streamlining the operationalization of delivery systems through an integrated institutional mechanism of ATMA at district level, developing strategic interventions based on strategic planning methodology provided by MANAGE.

#### **Activities under AACP during 2006-07**

The extension advisor appointed by MANAGE along with his team located at Guwahati undertook a series of activities during the period for facilitating the process of operationalizing various aspects under the project. In the six districts belonging to the first phase, major focus was on the development of District Agricultural Development Strategy (DADS) by the District Core Teams. The consultant group facilitated the core team in identification of data needs, analysis of data, formatting of data, presentation of results etc. Based on the overall information provided by the core team, the District Agricultural Development Strategy (DADS) was

worked out by the core team members under the guidance of the consultant group from MANAGE. The district wise strategies for the six districts were finalized and were also approved by the concerned ATMA Governing Boards.

The project activities were initiated in five more districts i.e. Dibrugarh, Dhemaji, Dhubri, Karbi-Anglong and Nalbari. As a starting point, an eight-day orientation training was organized during 17-24 August, 2006 for the Master Trainers. The training focused on the concept and operationalization of the ATMA model of extension, public extension management, constraints in the extension system, farming systems approach, public private partnership, farmer's organizations, participatory management tools and techniques, strategic planning etc. Special focus was provided on the development of District Agricultural Development Strategies (DADS) during the programme.

A two-day orientation programme was organized for the District Core Team Members of the five second phase districts, during 30-31 August, 2006, at Guwahati. The programme focused on providing an orientation on the ATMA model of extension, institutional mechanisms, roles and responsibilities of stakeholders, particularly of District Core Teams and AES Teams, strategic planning, operationalization of various interventions such as public-private partnership, farmers' organizations, farming systems approach etc.

The MANAGE Team visited all the five new districts during 10-27 September, 2006 to facilitate the process of operationalization in the field. They interacted with Master Trainers, Core Team Members, AES Teams and also reviewed the progress of operationalization apart from clarifying and providing support to the functionaries. They also facilitated the District Core Team and AES Teams in the collection of secondary and primary data in addition to upgrading their skills in documentation of success stories. The preparation of District Agricultural Development Strategies was facilitated in collection of data, analysis and report writing.

The consultant group also provided training to the field staff for identification and documentation of success stories from the villages, apart from training the farmers through the BTTs on the concept and operationalization of the ATMA model of extension. The project activities have been completed as per the agreement and the final report is under preparation.

#### **v. Assessment of Storage Capacity Requirements of the Food Corporation of India during XI Five Year Plan**

The Food Corporation of India approached MANAGE with a request to take up an 'Evaluation study of the scheme of construction of godowns / railway sidings during the X Plan. MANAGE took up the aforesaid work in the month of December, 2006 as a consultancy assignment. The specific objectives of the study were as follows:

- ◆ to make a quantitative assessment of the capacity targeted / completed under scheme on construction of godowns / railway sidings by the FCI during X Plan
- ◆ to assess the construction of godowns / railway sidings in terms of the choice of place for godowns, quality of construction and the need for construction of godowns in the region
- ◆ to assess the adequacy of the storage capacity created in different regions and identify the gap, where storage capacity is required to be created during the XI Plan.

The methodology adopted in the present study included both primary data and secondary data in respect of godowns constructed during the X plan period i.e. 2002-03 to 2006-07. The report was submitted to the Food Corporation of India.

#### **vi. Evaluation of Extension and Developmental Schemes of the Tobacco Board, Guntur, Andhra Pradesh**

The Tobacco Board, Guntur requested MANAGE to take up an evaluation study of Tray Nursery, Integrated Pest Management and Model Project Area Schemes by the Board in the states of Andhra Pradesh and Karnataka. The schemes were evaluated against the objectives set forth by the scheme and report submitted to the Tobacco Board in March 2007.

## 5. Schemes

### I. Support to State Extension Programmes for Extension Reforms

The Ministry of Agriculture, Govt. of India, during the X Plan took an initiative towards revitalizing agricultural extension in the states with a view to make the extension system decentralized and demand-driven through a centrally sponsored scheme "Support to State Extension Programs for Extension Reforms". The scheme initially focused on operationalising agricultural extension reforms across the country in the selected 252 districts.

In the implementation of the Centrally Sponsored Scheme, "Support to State Extension Programs for Extension Reforms", MANAGE played a vital role in facilitating the implementation of the scheme across the country, by undertaking various capacity building programmes for the state officials of Agriculture and other line departments including the State Agricultural Universities and KVKs.

In the first year 2005-06, the emphasis was on orientation of state/ district/ block level extension functionaries on Extension Reforms Scheme, development of national facilitators and Master trainers at the state level; imparting skills in preparation of Strategic Research and Extension Plans (SREP); State Extension Work Plans (SEWP); establishing SAMETIs, and capacity building of its faculty so that they can take up the responsibility of imparting training to the state level extension functionaries.

During 2006-07, MANAGE concentrated more on developing the capacity of the district level extension functionaries in operationalisation of ATMA and Strategic Research and Extension Plans (SREPs). To achieve this, MANAGE conducted orientation workshops of two days' duration at the district headquarters in 136 districts spread over fourteen states, covering 8220 participants. MANAGE resource persons also provided handholding for preparation of SREPs and reviewed the SREPs with reference to guidelines.



Shri A. K. Agarwal, I.A.S., Joint Secretary (Agri. Extn.) Dept. of Agri. & Coop., Govt. of India addressing during a workshop for SAMETI Directors under Extension Reforms.

Besides this, MANAGE also supported various states in the preparation of State Extension Work Plans (SEWPs), developing Master Trainers and facilitation in preparation of SREPs. The major activities carried out during 2006-07 areas follows:

**I. National Level Facilitators' Re-orientation Workshops on Preparation of SREPs:** Four workshops were organized to re-orient the national level facilitators on the new guidelines prepared by MANAGE for the preparation of Strategic Research and Extension Plans, during 13-14 April, 8-9 May, 29-31 May and 15-17 June, 2006. A total of 108 national level facilitators from various states participated in these workshops.

**II. National Level Facilitators' Workshops for Operationalisation of ATMA and SREP:** Two workshops, of two days' duration each, were conducted to develop the capacity of national level facilitators in the operationalisation of the ATMA - model and the Strategic Research and Extension Plans prepared by the district, during 17-18 September and 27-28 October 2006 in

which 61 facilitators were trained so that they can conduct workshops for operationalisation of ATMA and SREP in the districts.

**III. State Level Workshops on Operationalisation of ATMA and SREP:** The focus of these workshops was to enhance the capacity of the Master Trainers developed at the state level in operationalising the ATMA model, and research /extension plans prepared by the districts. Emphasis was laid on understanding new institutional arrangements and operational procedures to promote decentralized decision making at the district level; to increase farmer input into program planning and resource allocation, especially at the block level; and to increase program coordination and integration of extension services, so that the program thrusts such as Farming System Innovations, Commodity Interest Groups, Public-Private Partnership, Market-led Extension and Natural Resource Management can be more effectively and efficiently implemented. The details of the state level workshops conducted are as given below:

S.No.	Venue	Dates	No. of Participants
1.	SAMETI Ranchi - Jharkand	13-15 September, 2006	45
2.	SAMETI Narendrapur, Kolkata, West Bengal	3-5 November, 2006	39
3.	Coimbatore, Tamil Nadu	14-15 December, 2006	32
4.	Raipur, Chattisgarh	3-5 January, 2007	65
5.	SAMETI Dharwar, Karnataka	16-19 February, 2007	70
6.	SAMETI 8hopal, Madhya Pradesh	5-9 February, 2007	45
7.	SAMETI - UAS, Bangalore, Karnataka	19-23 February, 2007	86

**IV. Master Trainers' Training Programs for preparation of SREP:** The Master Trainers' Training Programs were organized in Tamil Nadu, Pondichery and Andaman & Nicobar during 22-27 May, 5-9 June and 10-14 June 2006.

**V. Orientation Programs for Preparation of SREP:** District level orientation programs for preparation of Strategic Research and Extension Plans (SREPs) were conducted in Kerala and Delhi.

S.No.	States	No. of Participants	Dates	Venue
1.	Kerala	32	May 17-23, 2006	Alappuzha
2.	Kerala	25	May 22-27, 2006	Palakkad
3.	Kerala	30	Oct.30-31, 2006	Kasargod
4.	Delhi	25	Oct.30-Nov.1, 2006	Delhi

#### VI. District Level Workshops on Operationalisation of ATMA & SREPs:

MANAGE also took up the capacity building of district level extension functionaries through District Level Workshops by engaging national and state level facilitators. In the district level workshops, the participants were oriented in detail on the ATMA model, its constitution, roles, responsibilities of Governing Board (GB); Farm Information and Advisory Center (FIAC), Block Technology Teams (BTTs); Farmer Advisory Committee (FAC); role of BTTs and FACs at the block level and Farmers' Organizations in planning and execution of extension programs. Participants were exposed to the roles and responsibilities of various stakeholders under ATMA. Emphasis was laid down on improving skills in prioritization of the cafeteria of activities; preparation of Block Action Plans (BAPs); coordination with different

departments; leadership and communication skills. Formation of farmers into Commodity Interest Groups (CIGs) and their federation and use of multi-channel extension including Public-Private Partnership etc., were also promoted during these workshops.

Further, the participants were also given to understand the ways and means of resource allocation, undertaking adaptive or action research programs identified in the SREP with the help of agencies like Krishi Vigyan Kendras (KVKs) and other research institutions like SAUs & ICAR. The programmes also covered Research-Extension-Farmer and Market (REFM) linkages. Participants were also exposed to the success stories under ATMA model. The details of workshops conducted are as follows:

S.No.	State	No. of Districts	No. of Participants Trained
1.	Uttar Pradesh	32	2945
2.	Madhya Pradesh	15	640
3.	Chattisgarh	05	90
4.	Haryana	06	300
5.	Punjab	04	480
6.	Himachal Pradesh	07	490
7.	Rajasthan	11	440
8.	Andhra Pradesh	14	700
9.	Karnataka	9	420
10.	Tamilnadu	09	630
11.	Orissa	12	708
12.	West Bengal	06	180
13.	Jharkand	04	105
14.	Sikkim	02	100
<b>Total</b>		<b>136</b>	<b>8220</b>

#### VII. Review of Strategic Research and Extension Plans (SREPs) prepared by individual Districts:

MANAGE also reviewed the Strategic Research and Extension Plan (SREP) prepared by the districts before they are finalized to ensure that SREPs are prepared as per guidelines. About 198 SREPs from 25 states/UTs were reviewed by MANAGE during the year 2006-07. The reviews helped in finalizing the SREPs before they are

placed before the governing body of ATMA. SREPs were reviewed with respect to the data presented for Farming Systems Innovations, gaps in the production practices for the major crops/commodities grown, challenges and opportunities, identified problems in the district, gaps in seed replacement ratio, IPM, INM issues, strategies and activities to achieve desired goals etc.

## ii. Agri-Clinics and Agri-Business Centres Scheme

The Central Sector Scheme of Agri-Clinics and Agri-Business Centres was launched during 2002 with the objective of supporting unemployed agricultural graduates to establish Agri-Clinics and Agri-Business Centres in rural areas to supplement the efforts of public extension, provide specialized extension services to the needy farmers besides providing self-employment opportunities to unemployed agricultural graduates. The scheme has been under implementation by National Institute of Agricultural Extension Management (MANAGE) in association with National Bank for Agriculture and Rural Development (NABARD). MANAGE provides a free two months residential training in agri-business to unemployed agriculture graduates in their respective states, through the network of 62 training organizations covering all the states, followed by a one-year handholding support by the Training Institute. The Banking System supports the establishment of agri-ventures through start-up loans and subsidy.

**Salient Features of the Scheme:** The scheme makes provision for providing a free two months' residential training to unemployed agriculture graduates followed by a one-year handholding support in establishing agri-ventures. NABARD ensures a start-up loan with subsidy

through the Banking System facilitating successful establishment of agri-ventures. Any graduate from agriculture and allied disciplines from a recognized university is eligible to avail of the benefits under the scheme. The candidates are selected through a screening process at the training institute level. A two-month free residential training is provided in which candidates are exposed to potential agri-ventures, basic knowledge on agri-enterprise management, selection and preparation of a project and submission of the project to the banks. One year post-training handholding support is also provided through training institutes to ensure successful establishment of agri-ventures. A start-up loan upto Rs. 10 lakhs per individual project is provided with a credit-linked back-ended subsidy and two years interest subsidy.

**Progress of the Scheme during 2006-07:** During the year 2006-07, 3093 new applications were added, 3149 candidates were selected and trained under the scheme through 62 training institutes spread across the country. The trained candidates include a few applicants from the previous year. One thousand and eighty-one candidates have established Agri-Clinics and Agri-Business Centres, in 36 categories of activities in different parts of the country.



Agriclinic and Agribusiness Centre

Overall progress under Agri-Clinics and Agri-Business Centres Scheme during 10th Plan (2002-2007)

S.No.	Year	No. of candidates trained	No. of Agri-ventures established
1	2002-03	3058	416
2	2003-04	1110	457
3	2004-05	2977	783
	2005-06	2902	1415
4	2006-07	3149	1081
	<b>Total</b>	<b>13196</b>	<b>4152</b>

**MANAGE Initiatives:** MANAGE has taken several initiatives like screening of institutions based on performance, screening of candidates for selecting suitable candidates to undergo training, organization of interface of bankers with trained candidates, preparation of menu of services and involvement of ATMA for promotion of ACABCs.

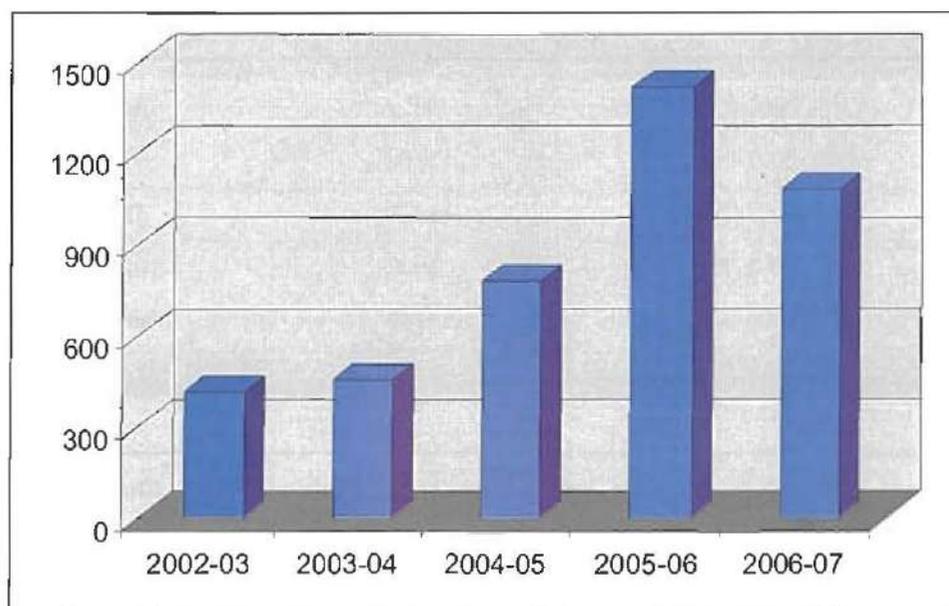
**Website to Provide Gateway for Scheme Data:** MANAGE has hosted a website [www.agriclinics.net](http://www.agriclinics.net) which provides updated information on scheme, loan and subsidy procedures, list of training institutes, state-wise addresses of trained and established candidates and other schemes useful for agripreneurs. The website has been found to be very useful for bankers, agri-business companies and state governments.

**Credit Disbursement:** Three hundred and fifteen agripreneurs were sanctioned credit worth Rs. 833.43 lakhs during 2006-07, taking the total credit to Rs. 6888.87 lakhs, covering 2192 agripreneurs since the inception of the scheme.

**Activities at MANAGE during 2006-2007 - Training and Workshops:** During the year, four training programmes have been organized at MANAGE on Agripreneurship Development. A training programme on Promotion of Agri-Clinics and Agri-Business Centres was organized at MANAGE during 15-19 May 2006, for 27 participants. Two training programmes on Entrepreneurship Development in Agriculture were conducted during 17-21 July, 2006 and 26-30 March, 2007 at MANAGE in which 68 officers had participated.



A fishery farm being run by an Agripreneur



Year-wise establishment of Agri-ventures under the scheme

A tailor-made training-cum-exposure visit was organized to 7 officers of Jammu and Kashmir during 25 May - 3 June, 2006 where participants were exposed to successful agri-ventures in Andhra Pradesh, Maharashtra and Gujarat. Two workshops for Nodal Officers under ACABC were organized at MANAGE during 26-28 February, and 19-21 March, 2007 in which 42 nodal officers had participated.

MANAGE has adopted an in-house mechanism to involve faculty members in monitoring the implementation of the scheme. Forty-five weekly review meetings were conducted in MANAGE wherein faculty members deliberated on effective implementation.

### iii. Mass Media Support to Agricultural Extension

Centrally sponsored scheme on Mass Media Support to Agriculture Extension is being implemented by MANAGE. The primary objective of the scheme is to use television and radio with their massive penetration as a vehicle that could be exploited for the purpose of extension.

MANAGE has been assigned with the responsibility of conducting the capacity building and training programmes to help upgrade the knowledge and expertise of Programme Executives, Extension Workers, Field-level officials and other functionaries.

#### I. Training Programmes

The details of the training programs conducted for producers of Doordarshan and All India Radio, besides Extension Functionaries during April, 2006 to February, 2007 are given below:

After conducting a series of training programmes for producers of Doordarshan and All India Radio on Agriculture Media Skills during 2005-06 under Mass Media Support to Agricultural Extension, the Ministry of Agriculture, Govt. of India has authorized MANAGE to

conduct two programs for Doordarshan and 3 programs for All India Radio during 2006-07 for 55 producers, representing 36 LPT Stations, 18 Regional Kendras and one National Doordarshan and 96 FM Kisan Vani stations. Accordingly, a six-day program module was designed with a mix of service-oriented programs and agriculture-related subjects to upgrade the knowledge of the producers during the year 2006-07. The Training Programme on Identification, Development, Delivery and Assessment of Content for programmes of Narrowcasting stations and FM Broadcast has been conducted with the following objectives:

- ◆ to orient the Programme Producers on the potential use of mass media for strengthening the Agricultural Extension Services in the country
- ◆ to sensitize the participants to the emerging issues in the field of agriculture and allied sectors
- ◆ to develop knowledge and skills in the content creation, treatment and delivery of agriculture programmes
- ◆ to develop the back-at-work plans and themes on the emerging issues in the field of agriculture and allied sectors.



Training session on mass media in progress

### Details of the Training Programmes Organized for the Producers of Doordarshan and All India Radio

S.No.	Title of the programme	Dates	No. of Participants
1.	Training Programme on Identification, Development, Delivery and Assessment of Content for programmes of Narrowcasting stations	October 30 - November 4, 2006	23
		November 13-18, 2006	20
2.	Training Programme on Identification, Development, Delivery and Assessment of Content for programmes of FM Broadcast	November 27- December 2, 2006	13
		December 4-9, 2006	20
		December 11-16, 2006	18

For orienting the senior and middle level officials working in agriculture, horticulture, animal husbandry, fisheries and other allied departments of different states on the potential use of mass media for strengthening the Agricultural Extension Services in the country, five training programmes have been conducted during the academic year, as per the details given below. The Training Programme on Agricultural Programme Planning, Development, Delivery and Evaluation of Programmes of Mass Media for State Government Functionaries has been conducted with the following objectives:

- ◆ to orient the Senior Extension Officials on the potential use of mass media for strengthening the Agricultural Extension Services in the country
- ◆ to understand the importance of communication skills in agricultural extension management
- ◆ to develop knowledge and skills in the content creation, treatment and delivery of agriculture programmes on Radio and Television
- ◆ to orient the participants on the presentation skills for Radio and Television
- ◆ to develop the back-at-work plans.

### Details of the Training Programmes Organized for the State Government Functionaries

S.No.	Title of the programme	Dates	No. of Participants
1.	Training Programme on Agricultural Programme Planning, Development, Delivery and Evaluation of Programmes of Mass Media for State Government Functionaries	January 8-12, 2007	16
		January 15-19, 2007	17
		January 22 - 27, 2007	27
		January 29 - February 2, 2007	31
		February 5-9, 2007	43

## II. Review Workshops

The producers of All India Radio who underwent training for 6 days were invited for a Review Workshop of five days' duration in two slots to understand the utilization of their knowledge and skill in the production of the programmes relevant to the farmers' needs. The objectives of the workshop were:

- ◆ to review the programmes produced and broadcast by the participants.
- ◆ to sensitize the participants about the strengths and weaknesses of the programmes produced
- ◆ to orient the participants on the improvements required to make the programmes more effective
- ◆ to prepare the back-at-work plans.

The following are the details of the review workshops organized for FM Radio Producers, State Govt. Functionaries and Producers of Doordarshan.

S.No.	Title of the programme	Dates	No. of Participants
1.	Review Workshop for Programme Producers of FM Broadcast	February 12-16, 2007	19
		February 19-23, 2007	20
2.	Review Workshop for State Government Functionaries	March 5-9, 2007	13
		March 12-16, 2007	29
3.	Review Workshop for Producers of Doordarshan	March 12-16, 2007	22

## III. Technical Feedback on Agricultural Programmes being Telecast by Doordarshan

The technical feedback on agricultural programmes being telecast by Doordarshan was obtained in Andhra Pradesh through five identified resource persons. The feedback was collected from 8th February, 2006 and data collection was completed on 21st March, 2006. The strengths and weaknesses of the Gramadarshini programme of Doordarshan have been identified, besides taking note of the suggestions for improvements.



#### iv. Kisan Call Centre

The Department of Agriculture and Cooperation, Ministry of Agriculture, Govt. of India launched the Kisan Call Centers on January 21, 2004 across the country to deliver extension services to the farming community. The purpose of these call centers is to respond to issues raised by farmers, instantly, in the local language. These Kisan Call Centers are handling questions from all parts of the country. Queries related to agriculture and allied sectors are being addressed through these centers by Subject Matter Specialists from the State Agriculture University and the concerned State Departments.

#### Operational Mechanism

The Kisan Call Centre operates at three levels. Level-I is operated by the graduates in Agriculture/ Animal Husbandry, with a rural background and an ability to speak in local language. They attend to the calls made by the farmers and give answers. Level-II centres are managed by Subject Matter Specialists (SMS) who are located at their respective place of work (State Agriculture Universities, Research Stations, Agricultural Technology Information Centres, Krishi Vgyan Kendras, Agricultural colleges, ICAR Institutes, Departments of Agriculture, Horticulture, Animal Husbandry, and Agricultural Marketing etc.). Questions which are not answered by Level-I will be attended and answered by Level-II. Level-III is at the Nodal Office and receives questions which are not answered by those at Level-I and Level-II. Appropriate replies to these questions are then framed in consultation with the concerned specialists available within or outside the state, by the nodal cell. The replies are sent to the farmers promptly by post/e-mail/fax/ telephone etc., within 72 hours of receipt of the question. Level-III Nodal Office is also responsible for organizing training programmes for Level-I and Level-II. The State-Level Monitoring Committee is chaired by the Principal Secretary of Agriculture of the state concerned. The Heads of Departments of Agriculture, Horticulture, Animal Husbandry, Agricultural Marketing and Director

of Extension of the State Agricultural University are the members of the State-Level Monitoring Committee. The nodal officer from Level-III institute is the Member Secretary.

**MANAGE Role and Interventions:** MANAGE is the Level-III Nodal Institution designated by Ministry of Agriculture to coordinate the call center activities of the State of Andhra Pradesh. MANAGE is also a Level-II office for all agricultural extension management queries in the state of Andhra Pradesh. As a Level-III Nodal Institution, MANAGE is responsible for monitoring the activities of Kisan Call Centre in Andhra Pradesh. It organizes training for Level-I and Level-II experts and sends quarterly reports to Directorate of Extension, Ministry of Agriculture, Government of India. MANAGE has organized three meetings of the State Level Monitoring Committee during last 2 years.



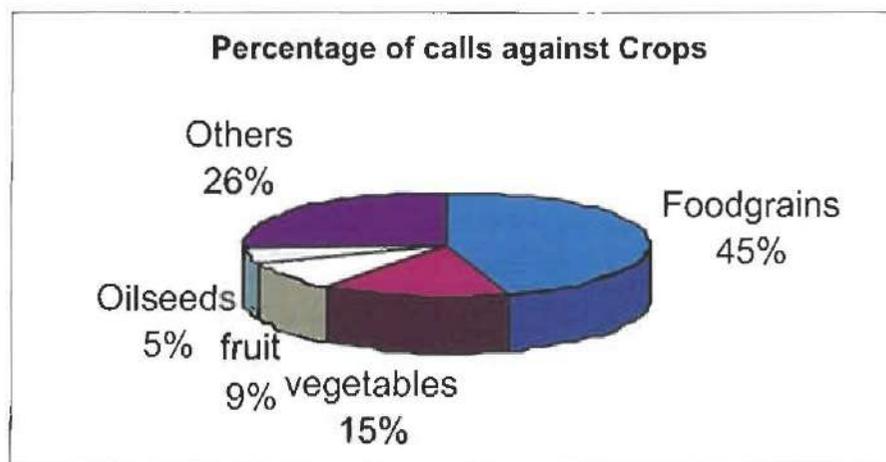
Calls received by Kisan Call Centre in Andhra Pradesh during the year from April 2006 to March 2007 are as follows:

Months	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Calls	897	612	644	574	484	709	1130	940	529	788	588	783	8678

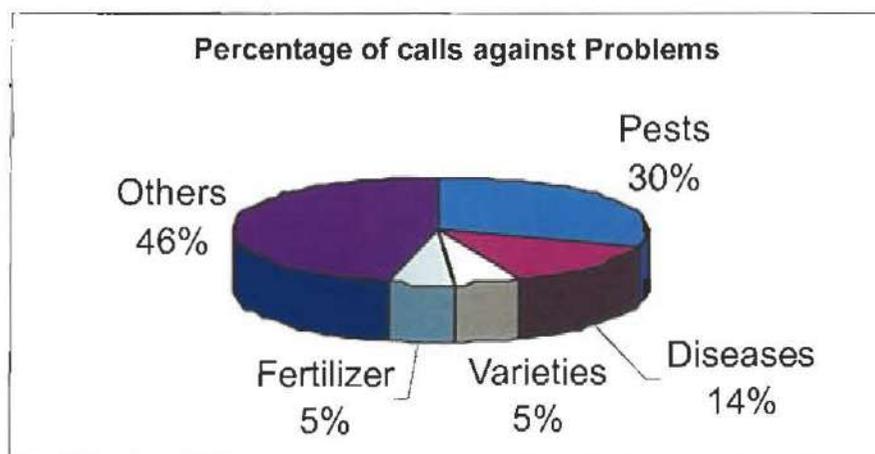
Average calls per months: 724

Average calls per day: 25

### Calls Percentage against Crops and Problems



During the period, calls on foodgrains were the highest at 45%, followed by vegetables at 15%. Among foodgrains, the share of calls on cereal crops was 80%, followed by pulses at 20%. In cereal crops, calls on paddy take the major share at 95%, followed by others at 5%.



Calls relating to queries on pests and diseases account for 30% and 15% respectively, in problem-type category for the above period.

## 6. Management Education

The agribusiness sector in Indian context has a vast potential to grow, as the subsistence agriculture is giving way to commercial agriculture and hence there are immense opportunities for the growth of this sector, 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 demand, MANAGE launched a two-year Post-Graduate Programme in Agribusiness Management (PGPABM) in 1996 and a one-year Post Graduate Programme in Agri-Warehousing and Supply Chain Management (PGP-AWASCM), in 2004.

### i. Post-Graduate Programme in Agribusiness Management (PGPABM)

In view of the emerging need for Techno-Managerial manpower in order to meet the requirements of Agribusiness industry, MANAGE took a pioneering initiative to launch a two-year full-time and residential Post Graduate Programme in Agri-business Management (PGPABM) on self-financing basis, during 1996. The programme is recognized by the All India Council for Technical Education (AICTE) and accredited by National Board of Accreditation (NBA) of AICTE for three years since 2005, for maintaining the high quality standards.



The focus of the programmes is on developing business leaders, entrepreneurs and techno-managers for careers in management related to Agriculture, Food, Agribusiness, Agribanking, Retailing, and Commodity Trading etc., thus making this course sector specific.

### Objectives

The objectives of the programme are to:

- ◆ develop adequate conceptual base in different subject areas of Agribusiness, so as to prepare young minds as competent professional managers;
- ◆ develop application skills of management techniques appropriate to the unique context of Agribusiness
- ◆ develop a gestalt perspective of the Agribusiness sector, its complexities, challenges and opportunities in the emerging global context.

### Programme Design

The programme is designed as per the needs of various segments of agri-business sector. The programme is divided into VII trimesters covering a 116-credit load. The academic curriculum covers 39 subjects, broadly distributed into basic, functional, sectoral and general courses. Some of the courses with a focus on Agri-business management include Agri-inputs Marketing, Agri-export Management & International Trade, Procurement Management, Supply Chain Management, Rural Advertising and Communication, Commodity Futures and Trading, Participatory Extension Management, Quantitative Aids for Agri-business, Food Retailing, Micro Finance, Rural Credit and Agri-finance & Banking etc.

### Summer Project

In order to provide live field experience to the students, the fourth trimester is devoted to summer internship during which the students undergo an assignment given by Agri-business companies. The summer internship helps the students to refine their knowledge and sharpen managerial skills through hands-on experience in the field. The summer project is evaluated by the supervisor or an executive from the company as well as the faculty of MANAGE.

The following companies offered summer projects to the 2006-07 batch students.

- ◆ BASF India Limited
- ◆ Bharat-Field Fresh
- ◆ Britannia Industries Limited
- ◆ Coromandel Fertilizers Limited
- ◆ DCM Sriram Consolidated Limited (DSCL) -Hariyali Kisan Bazar (HKB)
- ◆ Excel Crop Care Limited
- ◆ GMR Industry Limited
- ◆ Indian Tobacco Company Limited (ITC)
- ◆ Landmark- Max Retail
- ◆ Monsanto India Limited
- ◆ National Bank for Agriculture and Rural Development (NABARD)
- ◆ PI Industries Limited
- ◆ Planning Commission
- ◆ Subhiksha Trading Services Limited
- ◆ YES Bank

Besides this, the students participated in field projects during the study as a part of course work. During the fifth trimester, the students take-up an industrial visit. The purpose of the industrial visit is to approach new companies and appraise them about the unique features/strengths of PGPABM. It also provides an opportunity to explore the possibilities for placement / summer placement with these companies. Besides this, the students obtain feedback about the course content, learn the expectations of the Companies and strengthen the mutual relationship.

### Village Visit Programme

The members of the General Council of MANAGE, during the 33rd Meeting held on September 9, 2006, desired that the students of the two-year Post Graduate Programme in Agribusiness Management should be sent to villages for exposure. Village Visit Programme was conceived with the following objectives:

- ◆ to increase awareness about the problems and constraints faced by the farming community
- ◆ to create sensitivity among the students to the farmers' problems, needs, aspirations, constraints etc.
- ◆ to identify the potential areas in the field of agriculture and allied sector and also develop a perspective plan in increasing the income levels of small / marginal farmers.

The students of the 2005-07 batch, in groups of five each, went for staying in villages under the Village Visit Programme during March 5 - 17, 2007 in the districts

of Nalgonda, West Godavari, Medak, Mahaboobnagar and Guntur in Andhra Pradesh. This 'Village Visit Programme' provided students with an opportunity to understand the problems and potential areas for development in agri-business.

### Programme Management

For the effective management of the programme Advisory Council comprising members from both industry and academia is constituted, which reviews the programme as well as advises on policy matters relating to programme management. Besides the Advisory Council, at the institutional level the programme is guided by three committees viz. the Academic Committee, the Examination Committee and the Appeal Committee.

### Convocation

MANAGE organized its first convocation on October 07, 2006. The successful students were presented Post-Graduate Diplomas and meritorious students were awarded gold medals. Professor M. Rammohan Rao, Dean, Indian School of Business, Hyderabad graced the function as the chief guest and delivered the convocation address.

### Admission Process

Admission to the Post-Graduate Programme in Agribusiness Management is through a rigorous multi-stage selection procedure. From the year 2007-08, MANAGE introduced the admission test using Optical Mark Reader (OMR) sheet and booklet for first phase selection process for PG programmes. The All India



Prof. M. Rammohan Rao, Dean, Indian School of Business delivering convocation address

Admission Test was conducted on February 4, 2007 at 14 centres across the country. The test covered Knowledge of Agricultural Technology and Management Aptitude. Two more institutions, viz. National Institute of Agricultural Marketing (NIAM), Jaipur and Indian Institute of Plantation Management (IIPM), Bangalore also participated in the admission test for drawing students for similar PG programmes at their institutes. A record number of 1994 candidates applied for admission during this year.

The second phase selection process comprising two activities viz, Group Discussion and Personal Interview was organized from March 28 - April 6, 2007 at MANAGE.

### Placements

MANAGE has achieved the distinction of full

The details of the placements are given below:

S.No.	Name of the Company	No. of students
1	ITC-IBD	4
2	Coromandel Fertilizers	3
3	Britannia	2
4	Monsanto	1
5	Kotak Mahindra Bank	7
6	ICICI Bank	7
7	Indian Bank	3
8	HDFC	2
9	YES Bank	1
10	ICICI Prudential	5
<b>Total</b>		<b>35</b>

placement since inception through campus selection. The students have been placed in different sectors like Procurement, Seeds, Pesticides, Fertilizers, Finance, Insurance, Banking and Commodity Trading etc. The placement of the tenth batch students of PGPABM (2005-07) was completed during the first two days in January 2007. All the 35 students got placements in the campus interviews.

### Industry Interface

As a part of the industry interface, MANAGE invites eminent personalities from the industry to interact with the students. This provides insights into the latest developments in the industry. During 2006-07 Senior Executives from Agro Tech Food Ltd., ITC, Kotak Mahindra Bank, GMR Industries, NCDEX and Reliance Retail visited MANAGE.

Besides the interaction with the industries, the students are encouraged to attend seminars/conferences and academic competitions to keep themselves abreast of latest developments in the sectors. The students of the 2005-07 batch attended a one-day conference 'Public, Private and Farmers Partnership' organized by CII on March 24, 2007 at Hyderabad. The students participated and won prizes in AMETHON - 2007 - Business Plan Contest organized by IIM, Ahmedabad and paper presentation competition 'TATVA - 2007' under ENDEAVOUR - 2007 organised by Amity University, Noida.

## ii. Post-Graduate Programme in Agri-Warehousing and Supply Chain Management (PGP-AWASCM)

To meet the immediate demand for Techno-Managerial manpower in the sectors of Warehousing and Agri-Value Chain Management, MANAGE launched a one-year Post-Graduate Programme in Agri-Warehousing and Cool Chain Management (AWACCM), during the year 2004-05. After successful completion of two batches with reasonably good placements of the students in various agribusiness companies, the course content was reviewed and revised, based on the feedback from the industry, providing significant focus on supply chain management. In order to suitably reflect the nature of this programme, it was renamed as Post-Graduate Programme in Agri-Warehousing and Supply Chain Management (PGP-AWASCM) from the year 2005-06.

### Objectives

The overall objective of the programme is to improve the knowledge level and skill set of students in Agri-Warehousing and Supply Chain Management. The dynamic and innovative programme includes the latest trends and developments in the field of Agri-business Management. The specific objectives are:

- ◆ to develop a general understanding about the Agribusiness sector, its challenges and opportunities in the changing perspective
- ◆ to develop managerial and analytical ability among agriculture graduates to add value in agriculture sector
- ◆ to develop decision making capability of agriculture graduates based on sound knowledge of Logistics and Supply Chain Management.

### Programme Contents

The students are trained in technical and managerial areas with major focus on Procurement Management, Supply Chain Management, Export-Import Management, Post-Harvest Technologies,

Futures Trading, Project Management, Agri-finance, Banking and Retailing. Apart from these, they are also exposed to general principles of management and marketing management.

### Profile of Students

There were 32 students admitted in this programme drawn from 13 states through a two-phase, rigorous selection procedure. A large majority of them (26) were undergraduates and the remaining (6) had Post-graduate qualifications. The disciplines/subject streams, represented in this batch were agriculture (23), sericulture (1), agricultural engineering (3), fisheries (4) and horticulture (1).

### Industry Internship

As a part of the course curriculum, each student takes up an individual project during III<sup>rd</sup> term for a period of 8 weeks. These projects are assigned by the agribusiness companies and completed by the students under the guidance of company supervisors. Here, an opportunity to students is provided to learn from the real life business issues. The students have achieved distinction in their projects, as rated by the companies' supervisors.



During the year 2006-07, the following companies offered winter internship to the students of PGP-AWASCM.

- ◆ BASIX
- ◆ JK Agri- Genetics Limited
- ◆ KARVY (Commodities Broking Pvt. Ltd)
- ◆ Multi Commodity Exchange of India Limited
- ◆ National Co-operation Development Corporation (NCDC)
- ◆ Nuziveedu seeds
- ◆ Paradeep Phosphate Limited
- ◆ Proagro Pvt. Ltd
- ◆ Subhiksha Trading Services
- ◆ Sudharshan Chemical Industries
- ◆ United Riceland Limited
- ◆ VIBHA seeds

### Placement

All the 31 students who have successfully completed the course were offered jobs in the campus placements. The companies which offered placements are given below:

S.No.	Name of the Company	No. of students
1.	I C I C I Bank	06
2.	Kotak Mahindra Bank	03
3.	Multi Commodity Exchange India Limited (MCX)	09
4.	National Collateral Management Services Ltd. (NCMSL)	02
5.	VIBHA seeds	02
6.	Indian Bank	03
7.	National Agricultural Cooperative Marketing Federation of India Ltd.(NAFED)	03
8.	SKS-Micro Finance	02
9.	Global Agro System	01
<b>Total</b>		<b>31</b>

### iii. Diploma in Agricultural Extension Services for Input Dealers (DAESI)

There is a large network of about 2.82 lakh agri-input dealers in the country who are an important source of information to the farming community. A majority of farmers visit the dealers for inputs on credit basis and often depend on dealers' advice. Most of the agri-input dealers do not have any formal agricultural education. As many of these dealers do not have the required technical background, it is often difficult for them to understand and explain technical aspects to the farmers. If they are transformed into para-professionals by providing them the required knowledge, they can play a useful role in Agricultural Extension.



An input dealer sharing his experience during the valedictory function of DAESI programme held at Warangal, A.P.

In view of this, it was felt necessary to design a diploma programme to build capacities of input dealers in basic agricultural technologies, extension and communication skills and statutory responsibilities. MANAGE designed a one-year Diploma in Agricultural Extension Services for Input Dealers (DAESI) in 2003 on self-financing basis, for capacity building of the agri-input dealers and to fill the knowledge gap in them. They are thus being equipped to act as agriculture advisors to farmers. The mission of DAESI programme is to transform input dealers into para-professionals and enable them to serve the farmers better, thereby strengthening the agricultural extension system.

#### Objectives

- ◆ Orientation on location specific crop production technologies of broad-based agriculture and specific package of practices related to field problems

- ◆ Capacity building of input dealers in efficient handling of inputs
- ◆ Imparting knowledge about the laws governing regulation of agricultural inputs
- ◆ Making input dealers an effective source of farm information at village level (one stop shop) for the farmers / farm women.

#### Methodology

Distance Education mode was adopted with classroom interaction and field visits on every Sunday (market holiday) for 48 Sundays. Supply of study material and use of multi-media instructional devices with the help of experts in the field as Resource Persons were also adopted.

#### Contents and Coverage

The course is so designed as to suit the requirement of input dealers and prospective dealers of 10+2 standard.

To make the dealers technically more competent, topics like agro-climatic conditions, soils, soil analysis, land use planning, Integrated Nutrient Management (INM), Integrated Pest Management (IPM) and Crop Production Technology in respect of crops being grown in the district, including horticultural crops, vegetable crops, floriculture, farm mechanization etc., were included in course. To improve the communication skills, lectures on Extension Education, Extension Methods, Diffusion and Adoption of Innovation, Role of Mass Media etc., were included. Topics on Personality Development, Business Ethics and Laws Relating to Inputs were also covered in the course.

#### Evaluation

The participants are evaluated through practical record books, six bi-monthly quiz tests, half-yearly and annual examinations including practicals.

Two hundred and fifty-five dealers have successfully completed the course during 2006-07, out of which two hundred and thirty-one dealers were from Andhra Pradesh and twenty-four dealers from Tamil Nadu. A total number of four hundred and eighteen dealers were trained under DAESI by March 2007.

During the year 2006-07, eleven batches were started in various centres in Andhra Pradesh as shown below:

S.No.	Centre	District
1	Nirmal	Adilabad
2	Mancherial	
3	Guntur	Guntur
4	Vijayawada	
5	Gudivada	Krishna District
6	Challapalli	
7	Ongole	Prakasam District
8	Tadepalligudem	West Godavari District
9	Bhimavaram	
10	Warangal	Warangal District
11	Nizamabad	Nizamabad District

In the above centres in Andhra Pradesh, 505 input dealers are presently undergoing training. In addition, the third batch with 24 input dealers was also started at Coimbatore, Tamil Nadu during the year, in collaboration with the Tamil Nadu Agricultural University, Coimbatore, and the first batch with 15 input dealers was also started at Pune, in Maharashtra, in collaboration with MITCON. Thus, a total of 544 input dealers are undergoing DAESI course during 2006-07.



Field visit by input dealers under DAESI programme

## 7. Information, Documentation and Publication

**Books and Journals :** The MANAGE Library collection constitutes a rich collection of books, journals, reports, bound volumes of journals and magazines, videocassettes, bibliographical CD-ROM databases, multimedia CD-ROMs and on-line databases. It has a valuable collection of 12,000 volumes of books in diverse subject areas such as agricultural extension, management, marketing, agricultural economics, research methodology, project management, natural resource management, participatory approaches, human resource development, gender, agribusiness, trade, information technology etc. The collection includes important national and international reports, handbooks, directories, encyclopedias, bound volumes of journals and a variety of reference books which help researchers in the field of agriculture and allied subjects. The MANAGE Library gets about 110 journals of national and international repute in various subject areas of agriculture, agribusiness, marketing, agricultural economics and information technology etc., and almost 100 newsletters from international and national organizations.

A total number of 117 important books that are relevant for programmes of MANAGE were added to the collection and 88 important journals were subscribed to during the year 2006-07.

**Electronic Databases:** Databases form the important source of information in the digital age. The MANAGE Library has the some of the world's important bibliographic CD-ROM databases and other full text databases in the area of agriculture and allied subjects, business and trade. These include: AGRIS, AGRICOLA, TROPAG & RURAL, EXIM INDIA, IBID (India Business Insight Database), INDIA TRADES, PROWESS, Indian Harvest, and IndiaStats (online database).

**Library Computerization:** Automation of library activities is done using LIBSYS - library management software. Cataloguing of books, indexing and abstracting of journal articles and circulation of books are computerized on a regular basis. Development of a database of the books and research articles scanned from current literature is an on-going activity. Database of books and journal articles can be accessed through the On-line Public Access Catalogue (OPAC) on the Local Area Network. The library brings out information and documentation services such as list of new books, bibliographies and list of new research articles periodically, for the use of the faculty. Reference services, literature search, and assistance in accessing and using the information are also offered, based on demand.



**Publications:** MANAGE brings out MANAGE Extension Research Review (MERR) - a half-yearly journal devoted to dissemination of knowledge in the field of agricultural extension management. During 2006-07, two issues of MANAGE Extension Research Review Vol. VI Nos. 1 & 2 have been published which contain articles on current research in the field of agricultural extension management and topics related to agricultural development. The copies of the journal have been distributed among policymakers, senior administrators, scientists and officials connected with agriculture and extension management.

**MANAGE on the web:** MANAGE updates information on its websites on a regular basis and provides access to world agricultural information resources. The MANAGE Website at [www.manage.gov.in](http://www.manage.gov.in) gives the latest information on the mission, functions and programmes

of MANAGE. It also provides information on current training programmes, projects, and publications of MANAGE. It contains links to important websites, databases, electronic journals, library catalogues and discussion forums etc., and acts as a gateway to world agricultural information resources.

### Information Technology Support

The information technology centre is well equipped with 95 systems connected to two leased lines of 128 kbps and 256 kbps with 24 hrs Internet 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, Agri-Clinics and Agri-Business Centres Scheme and other institutions.



## 8. Administration and Accounts

The general supervision of MANAGE vests with the General Council and the Executive Council. The General Council is headed by the Hon'ble Union Minister for Agriculture, Govt. of India. There are two Vice Presidents in the General Council namely, the Hon'ble Minister of State for Agriculture and the Secretary (Agriculture & Cooperation), Ministry of Agriculture, Govt. of India.

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 framing of the Rules and Regulations of MANAGE, with prior approval of Govt. of India. The composition of the General Council of MANAGE is given in Annexure -I.

The Executive Council consists of 12 members with Secretary (Agriculture & Cooperation), Ministry of Agriculture, Govt. of India as its Chairman. The composition of the Executive Council is given in Annexure -II.

Subject to the overall control and direction of the General Council, the Executive Council ensures execution of the activities of MANAGE in accordance with the Rules and Bye-Laws.

The Director General, appointed by the Govt. of India is the Principal Executive Officer and he is responsible for smooth and proper functioning of administrative affairs. He exercises power under the directions and guidance of the Executive Council. Director General is assisted by Faculty, Administration, Accounts and Engineering Wings.

### Faculty

The faculty consists of 25 members with 5 Directors, 4 Deputy Directors, 7 Assistant Directors, 6 Research Associates, one Computer Programmer and one Documentation Assistant. The profile of the faculty and officers is given in Annexure-III.

### Administrative and Accounts Support

The Director General is supported by a Deputy Director (Admn.) on all general administration matters and an Asst. Accounts Officer with support staff like Office Superintendents, Sr. Accountants, Jr. Accountants and other staff.

### Engineering Support

The Engineering Division is headed by one Asst. Engineering (Civil) who is looking after the maintenance of civil, electrical and horticulture installations. The Asst. Engineer (Civil) is supported by one Junior Engineer (Electrical) and other support staff.

### Funds

MANAGE was included in the regular 10th Five Year Plan Project of the Ministry of Agriculture, Government of India, and provisions were made for funding under the Plan.

### Financial Position

The Annual Accounts for the year 2006-07 have been prepared and audited by the Accountant General.

### Meetings

The following meetings were held during the period under report:

- ◆ 52<sup>nd</sup> Meeting of the Executive Council - held on 11.4.2006 at MANAGE, Hyderabad
- ◆ 53<sup>rd</sup> Meeting of the Executive Council - held on 19.8.2006 at MANAGE, Hyderabad
- ◆ 54<sup>th</sup> Meeting of the Executive Council - held on 27.11.2006 at Krishi Bhawan, New Delhi
- ◆ 55<sup>th</sup> Meeting of the Executive Council - held on 22.3.2007 at Krishi Bhawan, New Delhi
- ◆ 33<sup>rd</sup> General Council Meeting held on 9.9.2006 at MANAGE, Hyderabad

## 9. Promotion of Official Language

In order to decide the activity to be taken up for promotion of official language in MANAGE quarterly meetings of MANAGE Official Language Implementation Committee are conducted. During the period under report, two quarterly meetings and one half yearly meeting were conducted. The MANAGE Official Language Implementation Committee (MOLIC) was reconstituted by the Chairman of the Committee by nominating new members.

Quarterly progress reports are being sent to the Department of Official Language, Ministry of Agriculture, Department of Official Language, South Block, Bangalore, and Town Official Language Implementation Committee, Secunderabad.

The Hindi Day was celebrated on 15-09-2006 at the Institute. As part of celebrations, debating, essay writing, dictation and reading competitions were organized for the staff.

A new batch of Pragma class with 10 members was started under the Hindi Teaching Scheme of the Ministry of Home Affairs to train the staff in acquiring working knowledge in Hindi. This batch is nominated for the

session January to May, 2007.

As promotional activity for usage of Official Language in day-to-day official work some forms for internal use are already made bilingual. A bilingual format of standard noting is prepared and circulated among the faculty, officers and staff of MANAGE.

Like in previous years, the Annual Report and the Annual Accounts for the year 2005-06 were prepared in bilingual form and submitted to the Executive Council and the General Council. The approved Annual Report is placed in the Hindi web page of MANAGE website.

The Hindi web page is updated regularly by placing the new documents in Hindi. As a part of it, apart from the above documents, 'Uttam Bandhan' a case study under Public-Private Partnership was also prepared in Hindi and placed in the Hindi web page.

A new initiative was taken up to refresh the acquired knowledge in Hindi of the staff by conducting Hindi Workshops. During the quarter from January to March 2007, two workshops were conducted for Group-D staff members on 'Oral Communication Skills in Hindi'.



Dr. V.P. Sharma, Director (ITDP), MANAGE delivering a speech on the occasion of Hindi Day Celebration held at MANAGE on 15th September 2007. (from left) Shri B.N. Patro, Deputy Director (Admn.), Shri K.V. Satyanarayana, I.A.S., Director General, MANAGE and Dr. Mohan Pillai, Deputy Director (Official Language) NIRD are also seen.

## 10. Faculty News

- Dr. G.R.Desai, Director (OD & PC) published an article entitled " Changing Perspectives in Extension Management" in Vol.VI, July - Dec 2005 issue of MANAGE Extension Research Review.
- Dr. M.N.Reddy, Director (Agri. Extn. & Commn.) attended the 22nd Annual Conference of the Association for International Agricultural and Extension Education (AIAEE) held at Clearwater Beach, Florida, USA during May 14- 17, 2006 and presented a paper on "Strategies for Upscaling the ATMA model in India".
- Dr. M.N.Reddy, Director (Agri. Extn. & Commn.) attended the SAARC-NAARM Regional Workshop on Research-Extension Linkages for Effective Delivery of Agricultural Technologies in SAARC Countries during November 20-22, 2006 held at NAARM, Hyderabad and presented a paper on "Research-Extension-Farmer-Market Linkages".
- Dr. M.N.Reddy, Director (Agri. Extn. & Commn.) attended the 3rd International Conference on Linking Markets and Farmers' during March 11-15, 2007 held at New Delhi and presented a paper on " Synergizing Agricultural Extension Services in Knowledge Transfer: Success story of ATMA in India".
- Dr. P. Chandrashekara, Deputy Director attended a workshop on "Sharing Successful Experiences on Poverty Focused Rural Good Governance in Asian Commonwealth Countries" organized by CIRDAP, Dhaka, Bangladesh during May 27-31, 2006 and presented a research paper titled "Human Resource Development of agriculture professionals through Agri-Clinics and Agri-Business Centres - Indian experience in poverty focused rural good governance".

# ANNEXURES

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## Composition of General Council of "MANAGE"(as on 31/03/2007)

Rule No.	Composition of the General Council	S.No.	Name & Address of the Member
i	President of the MANAGE: The Minister Incharge 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 the 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	Dr. P. K Mishra, IAS Secretary (Agri. & Coop.) Dept. of Agriculture & Coop., Ministry of Agriculture Govt. of India 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	Vacant from 17/02/2007
		5	Vacant from 17/02/2007
		6	Vacant from 17/02/2007
		7	Vacant from 16/02/2007
iv	Nine eminent persons who have made noteworthy contributions in the field of agricultural development and allied subjects.	8	Smt. Lila Poonawalla Survey No. 23, Balewadi (Behind NIA), PUNE 45 Maharashtra
		9	Shri. Gokul Patnaik T-9, Ist Floor Green Park Extension NEW DELHI 110 016
		10	Shri. Prakash Naiknavare Managing Director Maharashtra Rajya Sahakari Sakhar Karkhana Sangh Ltd., Sakhar Bhavan, Plot No. 230 Block No. 3, Backbay Reclamation Nariman Point MUMBAI, Maharashtra
		11	Vacant from 17/02/2007
		12	Vacant from 17/02/2007



Rule No.	Composition of the General Council	S.No.	Name & Address of the Member
		13	Vacant from 17/02/2007
		14	Vacant from 17/02/2007
		15	Vacant from 24/03/2006
		16	Vacant from 11/05/2006
<b>Ex-Officio Members</b>			
v	Director General, NIRD	17	Shri. V.S. Sampath, IAS Director General National Institute of Rural Department Rajendranagar HYDERABAD - 500 030.
vi	Director General, ICAR	18	Dr. Mangala 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 the MANAGE and the Secretary of the Ministry / Department dealing with Rural Development	19	Shri. N.K. Das, 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	Dr. Subas Pani, IAS Secretary (Rural Development) Ministry of Rural Areas & Employment Dept. of Rural Development Nirman Bhawan Room No. 247, A Wing NEW DELHI - 110 011

Rule No.	Composition of the General Council	S.No.	Name & Address of the Member
viii	Agriculture Commissioner, Govt. of India, Department of A&C, New Delhi	23	Dr. N.B. Singh Agri. 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. Sudeep Banerjee Secretary (Secondary & Higher Education) Department of Education Ministry of Human Resources Development Shastri Bhawan NEW DELHI - 110 001
		25	Shri. Satyanand Mishra, IAS Secretary Ministry of Personal, Public Grievances and Pensions Govt. of India, Room No. 112 North Block NEW DELHI 110 001
		26	Shri. 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 In-charge of Agril. Production (in rotation) or their nominees not below the rank of Deputy Secretary to the State Govt.	27	Shri. Pankaj Dwivedi, IAS Secretary Agriculture Govt. of Chattisgarh Mantralaya DKS Bhawan RAIPUR 492 001 (Chattisgarh)
		28	Shri. Pankaj Dwivedi, IAS Secretary Agriculture Govt. of Chattisgarh Mantralaya DKS Bhawan RAIPUR 492 001 (Chattisgarh)
		29	Shri. L. Haokip, IAS Secretary (Agriculture) Government of Manipur Agriculture Department, IMPHAL 795 001 (Manipur)
		30	Shri. G.K. Gurang Secretary (Agri.)/Agri. Commissioner Government of Sikkim Dept. of Agriculture Krishi Bhawan TADONG 737 101 (Sikkim)



Rule No.	Composition of the General Council	S.No.	Name & Address of the Member
		31	Shri. Janak Digal Secretary (Agriculture) Department of Agriculture UT Administration of A & N Island PORT BLAIR 744 101 ANDAMAN & NICOBAR, Island
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	<b>Deleted as per Minutes of the 33rd General Council meeting held on 09/09/2006.</b>
		33	
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		37	
		38	
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 Agri. or an officer of equivalent rank.	39	Dr. K.B. Lavekar Commissioner (Agriculture) Commissionerate of Agriculture Central Building, PUNE 411 005 (Maharashtra)
		40	Shri. S.S.P. Tendulkar Director of Agriculture Directorate of Agriculture Krishi Bhawan Govt. of Goa Vidhut Bhawan PANAJI 403 001 (Goa)
		41	Shri. Manoj Sharma Director, Agriculture Directorate of Agriculture Government of Rajasthan Krishi Bhawan JAIPUR
		42	Shri. Madan Lal Director Agriculture Government of Uttaranchal Dept. of Agriculture Nanda-ki-chowki Premnagar DEHRADUN (Uttaranchal)
xiii	The Director General of the 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 Agril. Extn. Management (MANAGE) Rajendranagar HYDERABAD -500 030 (AP)

Rule No.	Composition of the General Council	S.No.	Name & Address of the Member
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. Ex-officio Members)	44	Dr. R.B. Deshmukh Vice-Chancellor Mahatma Phule Krishi Vidyapeeth Rauri, District AHMEDNAGAR (Maharashtra)
		45	Prof. H.A. Ranganath Vice-Chancellor Bangalore University Jnana Bharathi BANGALORE 560 056 KARNATAKA
		46	Prof. Anwar Alam Vice-Chancellor Sher-e-Kashmir University of Agril. Science & Technology of Kashmir Shalimar, P.B.No.262 GPO SRINAGAR 191 121 JAMMU & KASHMIR



## Annexure - II

### Composition of the Executive Council of "MANAGE"(as on 31/03/2007)

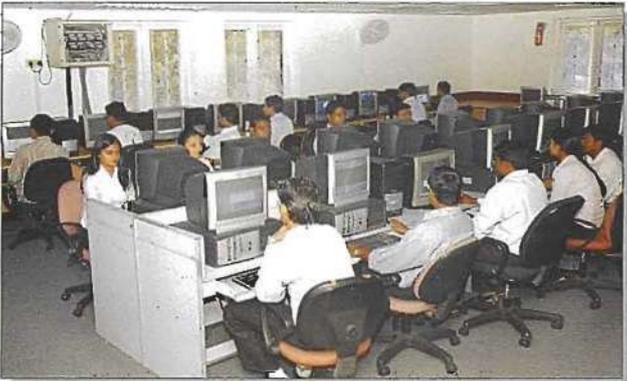
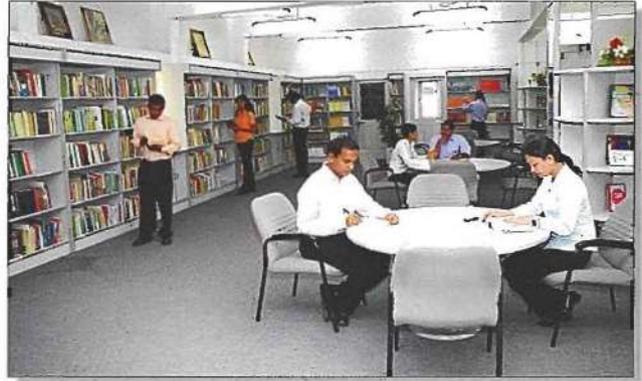
Rule No.	Composition of the Executive Council	S.No.	Name & Address of the Member (Chairman, Officials & Non-official Members)
5.I (i)	<b>Ex-Officio Members:</b>		
a)	Secretary (A & C) as Vice President of the MANAGE shall be chairman of the Executive Council	1	Dr. P.K. Mishra, IAS Secretary (Agriculture) 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 the MANAGE shall be the Vice Chairman of the Executive Council	2	Shri. N.K. Das, IAS Additional Secretary (Extn.) Dept of Agriculture & Cooperation 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 incharge of Extension and Financial Adviser in the Ministry / Department, Government of India dealing with the 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
e)	<b>Non-official Members</b>		
	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 from 17.2.2007
		7	VACANT from 17.2.2007
		8	VACANT from 24.3.2006
		9	VACANT from 17.2.2007
		10	VACANT from 12.5.2006
f)	Two members to be nominated by the General Council from among the non-official members of the General Council	11	VACANT
		12	VACANT

## Profile of "MANAGE" Faculty and Officers (as on 31/03/2007)

S. No.	Name of the Faculty	Designation	Qualification	Experience
1	Shri. K.V. Satyanarayana, IAS	Director General	M.Com.	Joined Indian Administrative Services in 1982 and served in various capacities under govt. of Tripura, Govt. of A.P and Govt. of India. Worked in Agriculture, Food & Civil Supplies, Rural Development, Tribal Welfare, Health and Finance Departments.
2	Dr. G.R. Desai	Director (OD&PC)	M.Sc (Agril. Extn) Ph.D.(Agril. Extn)	Over 29 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. Overall experience relates to sectors like Agriculture, Horticulture, Fisheries and Agribusiness Industry.
3	Dr. M.N. Reddy	Director (Agril. Extn. & Commn.)	M.Sc (Agril.Extn) Ph.D.(Agril.Extn)	31 years of experience in the field of Training, Teaching, Research, Consultancy and Field Extension at National and International level.
4	Dr. V.P. Sharma	Director (ITDP)	M.Sc. (Statistics) M.A.(Economics) MBA (HRD) Ph.D	Total 27 years 18 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. V.K. Reddy	Director (HRD)	M.A. Sociology PG Dip. in Labour Laws & Personnel Mgmt.	- 16 years as Asst. Director in NIRD, Faculty of HRD - 10 years as Deputy Director in MANAGE

S. No.	Name of the Faculty	Designation	Qualification	Experience
6	Dr. Vikram Singh	Director	M.A. (Psychology) M.Phil (Psychology) Ph.D (Psychology)	Over 22 years, of which 9 years as Director in MANAGE in the areas of Organizational Behavior and Process Skills. During the tenure at MANAGE, also served as Principal Coordinator of Post Graduate Programme in Agri-Business Management (PGPABM) for about 5 years. Also had a brief stint of 4 months at IIT, Kanpur as Registrar.
7	Dr. B.D. Tripathi	Dy. Director	M.Tech (Chemical Tech.) M.B.A.(HRD) Ph.D. (HRD)	Over 25 years 8 years as Asst. Tech. Adviser in Dept. of Food, GOI 9 years as Programme Officer in MANAGE Over 8 years as Dy. Director of which 4 years as Consultant (NATP)
8	Dr. P. Chandra Shekara	Dy Director (Agri. Extn.)	Ph.D (Agril.Extn.)	18 years of experience in Extension, Training, Research and Consultancy at the Coffee Board and MANAGE
9	Dr. K. Uma Rani	Deputy Director	Ph.D (Extn.Edu)	24 years in Training and Research
10	Dr. K.H. Vedini	Dy. Director (M & E)	M.Sc. (Agril.Eco.) Ph.D PDF (Netherlands)	4 years experience as Consultant for Development Projects 7 years as Academician as Corporate Trainer in Agriculture Marketing & Trade
11	Shri. J. Pandu Ranga Rao	Asst. Director (Selection Grade) (Computers)	M.Sc., (Statistics) M.A. (Eco.) Diploma in Computer Science	Total 35 years 19 years as Research Officer in NIRD. 16 years as Asst. Director in MANAGE
12	Dr. T.D.S. Kumar	Asst. Director (Sr. Scale)	M.Sc (Ag. Eco.) Ph.D (Ag. Eco.)	20 years in Training, Research and Consultancy Trained as facilitator
13	Mrs. Lakshmi Murthy	Asst. Director (Doc) (Sr. Scale)	M.A. (Eco) M.LI.Sc Advanced Diploma in French	23 years in Documentation and Information Management
14	Dr. M.A. Kareem	Asst. Director (Sr. Scale)	M.Sc. (Agri. Extn.) Ph.D	17 years in Training and Research in MANAGE
15	Dr. G. Jaya	Asst. Director (Sr. Scale)	M.B.A. (HRD) Ph.D. (HRD)	19 years in Training, Research and Consultancy

S. No.	Name of the Faculty	Designation	Qualification	Experience
16	Dr. B. Remika Rani	Asst. Director (HRD)	M.S.W., Ph.D (Women Studies) PGDPR (Public Relations)	Over 14 years 3 years teaching (MLTC Instructor) 9 years Training, research and consultancy in MANAGE
17	Dr. Bala Subrahmani	Asst. Director	Ph.D. (Agricultural Extension)	2 ½ years in MYRADA, KVK 10 years as field Officer in the Rubber Board & 1 year in MANAGE
18	Shir. K.V. Rao	Programmer	M.Tech. (CSE) M.Sc. (Physics) PGDCA	Research Asst. (Phy) in CW & PRS, Pune, Ministry of Water Resources, GOI.
19	Dr. A Srinivasa Charyulu	Research Associate	Ph.D (Library Science) PG Dip in Library Automation & Networking	15 years experience in documentation and agricultural information management of which 3 years served as Information Specialist in SAARC Agricultural Information Centre, Dhaka, Bangladesh
20	Dr. P. Lakshmi Manohari	Research Associate	M.Sc (Agril.)	18 years experience in Extension, research and training
21	Shri. G. Bhaskar	Research Associate	MCA, MBA, MCSE, M.A., Dip. in RDBMS & OOPS	18 years experience in Software Development and Training
22	Shri. A. Krishna Murthy	Documen- tation Asst.	M.A. (Pub. Admn.) M.L.I.Sc, M.Phil. PG Dip in Library Automation & Netwroking	Total 15 years of which, 11 years in Organization of Information and Database Development & Management in MANAGE
23	Dr. K. Sai Maheswari	Research Associate	M.Sc., PG Diploma in Sericulture Ph.D (Sericulture)	Total 14 years of which 9 years experience in research and training in MANAGE
24	Shri. B. Venkat Rao	Research Associate	M.B.A. (Mktg.)	9 years as R.A in MANAGE
25	Dr. P. Kanaka Durga	Research Associate	Ph.D (Agri. Eco.)	Total 12 years of which 8 years as R.A in MANAGE
<b>Administration</b>				
26	Shri. B.N. Patro	Dy. Director (Admn.)	M.A. (Social Work)	24 years experience in Administration in various capacities
27	Shri. Partha Sarathi	PRO-cum-Security Officer	M.A. (Pub. Admn.) LLB, PG Dip. in Public Relations, Hotel & Catering Management	25 years of experience in the field of Catering & Hospitality in Hotels & National Institutions
28	Shri. Ch. N.M. Rao	Asst. Accounts Officer	M.Com, ICWA (Inter)	16 years in Admn./Accounts Section





**National Institute of Agricultural Extension Management (MANAGE)**

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