

MANAGE

Annual Report

2007 - 2008



November 2008

National Institute of Agricultural Extension Management

(An Organisation of Ministry of Agriculture, Govt. of India)
Rajendranagar, Hyderabad - 500 030, A.P., India.



Shri Sharad Pawar, Hon'ble Union Minister for Agriculture and Dr. P.K. Mishra, Secretary, Agriculture at MANAGE General Council Meeting

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The National Institute of Agricultural Extension Management (MANAGE) is an autonomous institute, set up in 1987 under the Ministry of Agriculture, Government of India. It was initiated as a national response to address the various challenges in Agricultural Extension Service delivery to the farmers. To provide adequate flexibility in operation, the Institute was promoted as an Autonomous Society under the Andhra Pradesh (Telangana areas) Public Societies Registration Act 1350 Fasli (Act I of 1350 F). The mandate of MANAGE is to assist the Government of India and the State Governments to help improve delivery systems through appropriate changes in policies, programmes and upgradation of skills of extension personnel.

The Institute undertakes various activities such as Training, Research, Consultancy and Management

Education. As part of the training activity, MANAGE conducts a series of training programmes, workshops, seminars and study visits, for officials involved in agricultural extension, on key theme areas. MANAGE also organizes specialized, custom-made training programmes, depending on the needs of the State Governments and other organizations.

The research activities of the Institute generally pertain to topics of contemporary interest. Impact and evaluation studies relating to various projects and programmes are also taken up.

The Institute specializes in providing consultancy to various organizations as per the requirements. The Institute has, in the past, provided consultancy services for World Bank Aided Projects, DFID Supported Projects, Government of India and State Government projects, apart from private sector organizations.



Two post-graduate management education programmes were launched by the Institute focusing on two theme areas, viz., Agribusiness Management and Agri-Warehousing and Supply Chain Management. These programmes have been well received, both by the industry and the student community. In addition, MANAGE has launched, on a distance education mode, a Diploma in Agricultural Extension Services for Input Dealers (DAESI), and a Post-Graduate Diploma in Agricultural Extension

Management (PGDAEM) for extension personnel.

MANAGE has rendered services to various stakeholders in agricultural development, like the Central Government and State Governments, public and private sector organizations, non-governmental organizations, farmers groups and organizations, private extension service providers and agribusiness companies, apart from various national and international funding agencies.

Mission

MANAGE takes its mission to be 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 its wealth of experience with other institutions, thus enabling them to adapt and adopt these innovations, is one of its core concerns.



Shri Sharad Pawar, Hon'ble Union Minister for Agriculture presiding over the General Council Meeting of MANAGE on February 6, 2008.

Vision

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

Mandate

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

Core Values

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



Participants at a training programme at MANAGE

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

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Training Programmes 2007-08

Training is an integral part of the Institute's mandate. Over the years, MANAGE has been organizing training programmes for senior and middle level extension personnel, on emerging themes in extension to meet their training needs. The attempt is not merely to provide conceptual understanding on a given theme but also to provide necessary skills in operational aspects.

MANAGE training programmes cover the key areas that are vital for the management of agricultural extension system in India. Training needs are assessed from time to time in discussion with the stakeholders, and the programmes are designed accordingly. The training calendar after consideration of the Academic Committee, is approved by the Executive Council. In addition to programmes in the training calendar, MANAGE also organizes programmes sponsored by various organizations, which are specifically designed to suit customer requirements. The duration of the training programmes ranges from 3 days to one full month.

The programmes for 2007-08 were planned with special focus on training requirements emerging in the context of extension reforms. These included themes such as Market-led Extension, operationalization of Agricultural Technology Management Agency and Strategic Research and Extension Plan, Farm Business Management, Promotion of Farmers' Organizations, Gender Mainstreaming and Public-Private Partnership etc. In addition to these, programmes were organized for developing competencies of the extension functionaries in managerial skills relevant to extension management. With the growing importance of value addition and private extension in agriculture, programmes were conducted focusing on themes such as agri-clinics, entrepreneurship development in agriculture etc. In view of the relevance of increased use of information technology for extension, natural resource management and mass media, training programmes were also organized on these themes.



A Training programme in progress



Group work by participants at a workshop

Methodology

As has been the practice over the years, the methodology of the training programmes is based on experiential learning which focuses on an interactive learning process. In addition to lectures, success stories and case studies on a given theme are utilized with a view to making the discussions practical oriented. The focus is on operational and practical aspects of the themes so that the participants can attempt to apply the same in their work situations. Field visits are organized to give first hand exposure to the best practices. Audio-visual aids are also used to demonstrate successful initiatives.

Theme areas

MANAGE training programmes during 2007-08 covered the following areas:

- **Agricultural Extension Management**
- **Agri-Business Management**

- **Natural Resource Management**
- **Mass Media and Communication**
- **Information Technology in Agricultural Extension**

In all, one hundred programmes were organized during the year, as against 101 programmes planned in the Training Calendar. One programme on Farm Mechanisation Extension was postponed on the request of the State Government and has been rescheduled to be held during 2008-09. In addition to these, thirty seven programmes were taken up at the request of the Government of India and State Governments. These included training programmes on Fisheries, Agricultural Marketing, capacity building under National Food Security Mission, Warehousing Act and Management Development Programmes etc. Thus 137 training programmes were organized during the academic year, covering 3856 participants with an average number of 28 participants per programme. The theme-wise break-up of programmes is as follows:

Training programmes (April 2007 - March 2008)

S. No	Particulars	Planned as per Academic Calendar April – March 2007-08		Achievement				Total	No. of participants
		Trg	Ws	Trg	Ws	Trg	Ws		
1	Agricultural Extension Management								
1.1	Theme Programmes	59	-	58	-	15	3	76	2243
2	Agri-Business Management								
2.1	Theme Programmes	9	-	9	-	1	8	18	530
3	Natural Resource Management								
3.1	Theme Programmes	9	-	9	-	5	-	14	375
4	Mass Media and Communication								
4.1	Theme Programmes	5	-	5	-	3	2	10	208
5	Information Technology in Agricultural Extension								
5.1	Theme Programmes	7	12	7	12	-	-	19	500
	TOTAL	89	12	88	12	24	13	137	3856

Trg – Training, Ws – Workshop

*under consultancy programmes



Interaction with farmers during a Field Visit

1. Agricultural Extension Management

The changing economic scenario and the emerging market opportunities due to liberalization and export orientation have placed greater challenges on technology dissemination systems in agriculture and allied sectors. It is expected that future growth

in agriculture is likely to be generated 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 have been modified to suit the requirements. Considering the present scenario, efforts were made to develop conceptual understanding and skills of field extension personnel in agriculture and allied sectors.

Fifty-eight programmes were organized under the broad theme of Agricultural Extension Management. The focus of these programmes was on themes relating to Farm Business Management, Promotion of Commodity Interest Groups and Federations, Agricultural Marketing, Public-Private Partnership, Gender Mainstreaming, Farming Systems Approach, Promotion of Sustainable Agriculture, Farmer-led extension and Farm mechanization. Some programmes were organized as Management Development Programmes focusing on managerial skills and project management aspects.

1.1. Farm Business Management

In view of the changing economic scenario and emerging business opportunities, the concept of Farm Business Management is being promoted by MANAGE. The objective is to help the extension

workers improve their skills in analyzing farm business opportunities in order that farmers are given appropriate advice on issues which enable them in improving their economic situation.

The specific objectives of the programme were:

- to orient the participants and provide an understanding of steps involved in operationalizing the concept of Farm Business Management
- to develop skills in operationalizing the concept and put in place action plans for operationalizing the same in the field situation.

The modules covered farm business analysis, i.e., understanding the farmer and his situation, the farm and its opportunities; exploration on business opportunities; understanding market demands and requirements; designing a Farm Business Management Strategy; resource allocation and farm budgeting; farm investment appraisal; plan implementation and review of lessons from experiences.

S.No.	Name of the course	No. of Programmes
1	Farm Business Management	6
2	Promotion of Farmers Organizations and Federations under Extension Reforms	6
3	Market-led Extension	3
4	Public Private Partnership for Agricultural Development	6
5	Managerial Skills and Tools & Techniques in Project Management and HRD	10
6	Mainstreaming Gender Concerns in Agriculture	6
7	Farming Systems Approach for Sustainable Agriculture	3
8	Promotion of Sustainable Agriculture	5
9	Farmer-led Extension	2
10	Operationalisation of ATMA and SREP	6
11	Farm Mechanization Extension	3
12	Extension Approaches for Livestock Development	1
13	Extension Approaches for Fisheries Development	1
Total :		58

Programmes on Farm Business Management

S.No.	Dates	Venue	No. of participants
1.	13-17 May 2007	SAMETI, Shimla	26
2.	6-10 August 2007	Navsari Agril. University, Navsari, Gujarat	40
3.	18-22 September 2007	SKUAST, Srinagar	35
4.	1-5 November 2007	SIAM, Jaipur	20
5.	10-14 December 2007	SAMETI, Hyderabad	20
6.	18-22 February 2008	NIRD,NERC, Guwahati	23



Programme on Farm Business Management at Navsari, Gujarat

Six programmes were organized on the concept, covering 164 participants who included extension personnel of line departments, KVKs, private extension service providers, trainers, farm management personnel and other technical farm advisors from various sectors such as Agriculture, Horticulture, Sericulture, Animal Husbandry, Fisheries etc. The response from all the participants was highly encouraging.

1.2 Promotion of Farmers' Organizations and Federations under Extension Reforms

It is well recognized that organizing farmers into groups enables them to obtain benefits within the community and helps in interaction with external agencies supporting the development process. Under extension reforms, the group approach has been followed by all Agricultural Technology Management Agencies (ATMAs) for technology dissemination. Groups can bring in benefits of resource pooling, timely input access, facilitate negotiations with service

providers, market access, risk minimisation, etc. This approach has helped in exploring new areas and enterprises, which would not have been possible otherwise on the part of an individual farmer. Apart from the benefits to the farmers, the delivery system has also found this approach effective in capacity building and reaching the farmers.



Participants interacting with members of Commodity Interest Groups

Programmes on Promotion of Farmers' Organizations and Federations under Extension Reforms

S.No.	Dates	Venue	No. of participants
1.	June 18-22, 2007	MANAGE, Hyderabad	29
2.	July 16-20, 2007	MANAGE, Hyderabad	27
3.	September 24-28, 2007	EEI, Jorhat	16
4.	October 29-November 2, 2007	SIAM, Jaipur	64
5.	December 3-7, 2007	MANAGE, Hyderabad	32
6.	January 7-11, 2008	IMAGE, Bhubaneswar	26

In this context, the need for capacity building of different stakeholders on formation and management of farmer groups and federations has been recognized. In view of this, MANAGE organized training programmes on "Promotion of Farmers Organizations and Federations under Extension Reforms".

The specific objectives were:

- to orient participants towards steps in forming and managing Commodity Interest Groups (CIGs) and federations
- to orient to input and output management and mechanism for preparation of action plan through CIGs;
- to help them understand process monitoring and sustainability of CIGs and federations.

Six 5-day programmes were organized by MANAGE at Jorhat, Jaipur, Bhubaneswar and Hyderabad, covering 194 participants as given in the table above.

1.3 Market-led Extension

MANAGE has been organizing training programmes to improve awareness on market-related issues in agriculture and allied sectors. Three programmes on Market-led Extension were organized during the period with the following objectives:

- to sensitize the participants towards the process of market-oriented production
- to orient them to successful experiences of Market-led Extension

- to help them identify appropriate extension approaches to support farming communities in profitable marketing of their produce.

In order to achieve these objectives, the modules focused on challenges and opportunities in Market-led Extension, marketing network for agricultural products, public-private partnerships in agricultural marketing, quality-driven agri-business, WTA and its implications on agriculture, commodity interest groups, case studies in market-led extension, role of women groups, supply chain management in processed food industry, retail marketing, role of commodity exchanges in marketing, brand promotion of agricultural products, contract farming, etc.

These three programmes were organized in Lucknow, Kolkata and Hyderabad, covering 87 participants drawn from extension functionaries of agriculture and allied departments, KVKs, extension specialists of SAUs, agricultural marketing officials, representatives of leading farmers' organizations and Commodity Interest Groups and representatives of private sector.

1.4 Public-Private Partnership for Agricultural Development

Over the last one and half decades, limitations of public and private extension systems working in isolation have encouraged public and private systems to seek strategic cooperation and partnership to complement their activities. Public-private

partnership in Indian agricultural development is recognized as a promising approach for delivering knowledge dissemination to Indian farmers.

Currently, the public extension system has been under stress due to financial constraints, inadequate manpower availability, inadequate knowledge base and lack of accountability. On the other hand, the private extension system has limited reach in terms of farmers and crops, delivering limited services in a limited geographical area.

Under such circumstances, complementing and supplementing efforts of extension agencies has become a necessity to augment the supply of quality inputs and services to farmers for serving the entire agri value chain. Therefore, public-private partnership in agricultural development is gaining momentum as it can draw on the merits of both public and private systems. To support this policy initiative, several significant steps have been taken including amendments in the APMC Act and marketing reforms giving legal status to contract farming, and establishment of ATMA as an instrument of institutional reforms.

MANAGE has taken a significant leap forward to promote the concept of Public-Private Partnership for agricultural development particularly extension. It has addressed this issue by organizing training programmes covering all the states of the country and by preparing case studies. The objectives of the programmes were:

- to orient participants to the concept of Public-Private Partnership (PPP)
- to help them understand and share the existing PPP models in agricultural development and the process which make these models successful
- to consolidate and evolve suitable Public-Private Partnership (PPP) for specific application in state projects.

The modules covered the concept and the existing models, processes involved in PPP, nature of partners and areas of partnership and success stories of Public-Private Partnership etc.

The participants were drawn from senior functionaries of the Departments of Agriculture, Extension and Marketing, Farmers' Organizations, Cooperatives, Agri-Business Companies, NGOs, Public and Private Financial Institutions and other agricultural extension service providers. Six programmes were organised covering 122 participants from 15 states.

1.5 Managerial Skills and Tools and Techniques in Project Management and HRD

1.5.1 Management Development Programme for Project Directors of ATMA's and District Level Officials

The Project Directors of ATMA's and other district level officials are expected to play a catalytic role under extension reforms. Given the broad based approach of the reforms, the district level officials are to coordinate with other development departments and research institutions, Farmers' Organizations and NGOs in the preparation and operationalization of SREPs and other initiatives. Development of competencies of District Level Heads of Development Departments in team work, coordination and organizational communication will help in optimizing efficiency and effectiveness of various initiatives under extension reforms.

Keeping this in view, two programmes were organized to give exposure to the district level officials to the practices of getting work done in cooperation with others; to help them understand managerial processes involved in coordination among various agencies and explore the principles and practices of human resource development.

The participants were exposed to process skills and team work, besides different facets of

organizational behaviour in terms of motivational techniques and leadership styles. Other aspects of human resource management like performance management were also presented. The two programmes covered 64 participants. The participants have found the programme interesting and useful.

1.5.2 Managerial Tools and Techniques in Project Management

Three training programmes covering 75 participants were organized on Managerial Tools and Techniques in Project Management to orient participants on the concept and process of project management; to develop skills in application of project management tools and to improve the effectiveness and efficiency of Project functionaries in managing project activities. The modules focused on project appraisal, project preparation and monitoring, human resource management aspects, etc. The participants included officials of state departments, public sector undertakings, Project Directors/Dy. Project Directors of ATMA at district level and other officers involved in implementation of projects.

1.5.3 Human Resource Development for Agricultural Extension

This programme was aimed at familiarizing Training Coordinators and Faculty of Training Institutions of Agriculture and allied departments on the concept, approach and strategies for human resource development, methodology in developing HRD strategy, annual training plans, processes in managing training programmes and different facets of institution building for HRD.

The module covered the framework for designing a training programme, classification and selection of training methods and experiential methodology. Participants were also provided inputs on evaluation techniques and different dimensions in institution building. The programme covered 26 participants.

1.5.4 Process Skills for Extension Management

Three training programmes were organized with 67 senior and middle level officials from the departments of agriculture, horticulture, fisheries, etc. and scientists from State Agricultural Universities on Process Skills for Extension Management. The details of the programs are as under:

Dates	Venue	No of participants
October 8-12, 2007	VANAMATI, Nagpur	25
November 26-30, 2007	IIE, Beltela, Guwahati	22
December 10-14, 2007	MANAGE, Hyderabad	20

The objectives of the programme were:

- to orient the participants on the principles and practices of team work
- to help them develop an understanding on the behavioral aspects in the organizational context
- to upgrade their understanding of their potential for effective performance and generate the individual process plans to be used back at work.

The modules focused on team building, leadership styles, delegation and empowerment, motivational strategies, organizational communication, negotiation and mediation, project management etc.

1.5.5 Training Design and Methods

One programme on Training Design and Methods covering 22 participants drawn from the faculty of SAUs, SAMETIs, KVKs, and other training institutions was organized to give them orientation to the systematic approach for training design; training methodologies; need assessment;

curriculum development and its delivery; and steps involved in planning, designing and conducting training programmes.

1.6 Mainstreaming Gender Concerns in Agriculture

Gender sensitization through capacity building of extension functionaries is the primary requirement for mainstreaming gender concerns in the agriculture sector. Keeping in view the need for gender sensitization in agriculture, six programmes were organized on “Mainstreaming Gender concerns in Agriculture”, covering 176 participants as detailed below:

The objectives of the programmes were:

- to build self-awareness and sensitivity on gender and related concepts
- to enhance the capacity of the functionaries to understand and analyze gender issues in the agriculture and allied sectors
- to equip the functionaries with practical tools and strategies for addressing gender issues in their respective sectors.

The modules focused on gender needs, gender discrimination, gender analysis, gender equity in agriculture with special reference to NRM, gender budgeting, innovative programmes and interventions by government and NGOs, in order to address gender-related concerns and strategies for mainstreaming gender concerns at various levels.

Programmes on Mainstreaming Gender Concerns in Agriculture

S.No.	Dates	Venue	No of participants
1	June 25-29, 2007	MANAGE, Hyderabad	25
2	July 23-27, 2007	MANAGE, Hyderabad	19
3	September 24-28, 2007	Kolkata	36
4	November 26-30, 2007	MANAGE, Hyderabad	29
5	December 24-28, 2007	MANAGE, Hyderabad	24
6	February 4-8, 2008	MANAGE, Hyderabad	43
Total			176



Participants involved in a group exercise

1.7 Farming Systems Approach for Sustainable Agriculture

Three programmes were organized on Farming Systems Approach (FSA) with the following objectives:

- to orient the participants to the changing agricultural scenario
- to review the existing understanding of the concept and methodology of FSA
- to orient the participants to the systematic analysis of existing Farming Systems
- to help them understand the economic analysis involved in the systems approach
- to help them formulate an action plan for integrated Farming Systems Approach.

The modules focused upon the concept of sustainable agriculture and the factors affecting sustainability, Farming Systems Approach, different models of Integrated Farming Systems, methodology of undertaking FSA, economic analysis and development of an action plan.

Participants included extension functionaries from the departments of Agriculture and all the other line Departments, Project Directors of ATMA and other District level officers and Scientists from the Krishi Vigyan Kendras and the research stations.

Three programmes were organized on the theme at Jharkhand, Bhopal and Bangalore covering 88 participants.

1.8 Promotion of Sustainable Agriculture

Training programmes were organized on the topic to sensitize officials on economic, environmental and social dimensions of commercial agriculture, orient them to best management practices and make

the participants understand and evolve an effective extension mechanism for promoting sustainable agriculture.

The modules focused on the concept and elements, extension approaches, good agricultural practices, water management, soil fertility, pest management and crop and livestock interaction for sustainability of farming systems. Participants were asked to prepare back-at-work-plans relating to sustainable agriculture with due emphasis on soil and water management. Five programmes were organized covering 140 participants as given below:

S.No.	Dates	Venue	No. of participants
1.	July 16-20, 2007	MANAGE, Hyderabad	27
2.	Sept.17-21, 2007	MANAGE, Hyderabad	24
3.	Oct. 29 - Nov. 2, 2007	SAMETI, Ranchi	47
4.	November 12-16, 2007	IMAGE, Bhubaneshwar	22
5.	January 7-11, 2008	KAU, Thrissur	20
Total			140

1.9 Farmer-led Extension

The objective of these programmes was to create a better understanding of the concept and potential of farmer-led extension, and to get them to discuss various approaches and experiences of NGOs in farmer-led extension. Participants were also exposed to international models in farmer-led extension.

Participants were oriented to the concept of farmer-led extension; farm schools; experiences of farmers' organizations; farmer-led water management; indigenous knowledge systems; farmers field schools

(FFS); the concept of Adarsha Rythu in Andhra Pradesh; fair trade by farmer-led extension; gender issues in farmer to farmer extension; experiences of NGOs in farmer-led extension etc. Experiences with farmer-led extension under NATP, Extension Reforms, were shared. Field visits were also part of the programme.

Two programmes were organized at MANAGE, covering 95 participants including senior and middle level officers from Agriculture and line departments and ATMA officials.

1.10 Operationalisation of ATMA and SREP

Five training programmes were organized on “Operationalisation of ATMA and SREP”. The objectives were to develop the capacity of the participants in operationalization of ATMA and SREP, and to educate them on the steps involved, appraise the participants on promotion of Public-Private Partnership, Farmers Interest Groups (FIGs) and Farmers’ Organizations (FOs); Research-Extension-Farmer and Market (REFM) Linkages and the concept of Market-led Extension. In addition, one programme was organized on “Training of Trainers on Operationalization of ATMA and SREP” to develop skills in the use of different training methods and techniques; to familiarize the trainers with aspects relating to operationalization of ATMA and SREPs; to develop modules for follow up training and to provide competency in the methodology for organizing training programmes.

Apart from these training programmes, a National Facilitators’ workshop on ATMA and SREP was organized on February 12-13, 2008 at MANAGE. Forty four facilitators from the states of Andhra Pradesh, Arunachal Pradesh, Bihar, Chattisgarh, Gujarat, Haryana, Himachal Pradesh, Jammu & Kashmir, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Tamil Nadu, Uttar Pradesh and West Bengal participated in the

workshop. During the workshop, participants were oriented to planning and preparation of SREPs, operationalisation of ATMA and SREP, the concept of Farm schools and on preparation of a Comprehensive District Agriculture Plan (CDAP).

1.11 Farm Mechanisation Extension

Non-availability of manpower during the peak crop season, water scarcity due to improper harvesting methods and inefficient use of water especially in rainfed areas, post-harvest losses of perishable commodities are some of the major constraints in the present agriculture system. For desired intensity with timeliness in field operations, animal energy sources alone are no longer sufficient. Farmers are opting for mechanical farm operations. Efficient machinery helps in increasing productivity, besides enabling the farmers to raise a second crop or multi crop, making agriculture viable. Agricultural engineering has played an appreciable role in developing appropriate machinery for production and post-harvest operations. However, knowledge about most of the innovative farm mechanization tools and methods has not reached the farmers. Extension functionaries play an important role in disseminating knowledge of appropriate farm mechanization to farmers. With a view to improve the capacity of extension functionaries in the area of farm mechanization, MANAGE organized training programmes with the following objectives:

- to understand the extension methodologies for the best utilization of appropriate mechanization for production and post-production work by the farmer
- to have an insight into the latest developments and advances in farm mechanization technologies
- to demonstrate the latest improvements in farm machinery, its operation and maintenance

- to orient the participants about the prospects of custom hiring.

The course content included an orientation to the status, need and importance of farm mechanisation for Indian agriculture, investment decision techniques for farm mechanization, orientation to farm implements used for land development, farm planning, irrigation and drainage technologies, orientation to agronomical practices for region specific crop production and the mechanization gaps, seeding, planting and transplanting machinery, animal energy utilization and animal-drawn implements, orientation to combine harvesters, threshing equipments and socio-economic aspects in custom hiring etc.

During the year under review, three training programs were conducted, one each in Madhya Pradesh, Rajasthan and Maharashtra covering 59 district level officers, as given below.

S.No	Dates	Venue	No. of Participants
1	7 - 11 May 2007	SIAET, Bhopal, Madhya Pradesh	22
2	15 - 19 Jan. 2008	SIAM, Jaipur, Rajasthan	19
3	3 - 7 March 2008	VANAMATI, Nagpur, Maharashtra	18

1.12 Extension Approaches for Livestock Development

A training programme with 27 functionaries of Animal Husbandry department, on Extension approaches for Livestock Development was organized to orient the participants to extension approaches for livestock development; to develop their managerial skills for effective performance and to develop

effective extension strategies for livestock extension.

The programme covered various aspects like livestock extension, including strategic planning, participatory approaches, role of private sector, farmers' organizations and human resource development etc. Participants were encouraged to prepare back-at-work-plans on suitable extension strategies for livestock development.

1.13 Extension Approaches for Fisheries Development

A five-day training programme with 33 participants from the Fisheries department was organized to acquaint them with emerging issues and developments in fisheries, extension approaches and to develop an effective strategy for fisheries extension. The modules focused on good management practices in fisheries, training strategies, fishery- based farming systems, role of community-based organizations, role of women in post- harvest and value-addition of fish, entrepreneurship development, application of information and communication technology, development and welfare schemes.

2. Agri-Business Management

Agriculture Business Management is emerging as an important area in the agriculture sector. Recognizing the importance of capacity building in this area, training programmes and workshops were organized by MANAGE to develop the capacity of the officials concerned. The programmes were aimed at bringing value addition to agriculture, entrepreneurship development and orientation on World Trade Agreement and its implications for Indian agriculture. Nine programmes were conducted relating to Agri- Entrepreneurship Promotion and Development, WTA and its implications and promotion of Agri-clinics and Agri-business centres.

S.No.	Name of the course	No. of Programmes
1	Programme on Agri-Entrepreneurship Promotion and Development	5
2	WTA and its Implications on Indian Agriculture	2
3	Promotion of Agri-Clinics and Agri-Business Centres	2
Total :		9

2.1 Programme on Agri-Entrepreneurship Promotion and Development

Five programmes were organized on Agri-Entrepreneurship Promotion and Development to sensitize the participants about the concept and need for agri-entrepreneurship and relate it to the overall agricultural development; orient them towards profitable opportunities in agriculture as an enterprise and help participants understand the process of agri-entrepreneurship and the strategy to promote it.

These programmes provided an opportunity to understand the concepts and models of agripreneurship and helped to share experiences of agripreneurs. It helped to create an interface between agribusiness companies and agripreneurs for

promoting agripreneurship on a partnership mode. The programmes also facilitated learning from experiences of nodal training institutes, agripreneurs and bankers in promotion of agripreneurship. The programme modules focused on entrepreneurship development through Agri-Clinics and Agri-Business Centres Scheme; diversification and value addition; role of Agricultural Technology Management Agency (ATMA) in promotion of agri-enterprises; preparation of project proposal and fostering partnerships with Agri-business Companies and Public Extension System. Field visits to successful agripreneurs were organized to provide an opportunity to participants to understand the process of establishing agri-ventures and factors influencing the success of agri-enterprises. Five programmes with 153 participants were organized.



Programme on Agri Entrepreneurship Promotion and Development in Meghalaya. Shri N.K. Das, Additional Secretary, Ministry of Agriculture and Cooperation is seen on the dias (3rd from right)

Programmes on Agri-Entrepreneurship Promotion and Development

S.No.	Dates	Venue	No. of participants
1.	June 16-20, 2007	KVAAF, Sangli	37
2.	September 24-28, 2007	MANAGE, Hyderabad	22
3.	December 10-14, 2007	MANAGE, Hyderabad	35
4.	December 17-21, 2007	RRTC, Umran	32
5.	January 17-21, 2008	SAMETI, Gandhinagar	27

2.2 WTA and its Implications on Indian Agriculture

Two programmes were organized on “WTA and its Implications on Indian agriculture” to create an awareness among participants about the changing scenario in the context of the World Trade Agreement, orient participants towards various opportunities, potential and challenges in post-WTO regime and formulate various strategies to cope with the changed situations. The modules covered concepts in international trade, WTO and its implications for Indian agriculture, WTO agreement vis-à-vis new agricultural policies, trade related intellectual property rights, quality standards and control measures, export potential of Indian agriculture and role of agricultural extension in the context of WTA etc.

The two programmes with 66 participants drawn from extension functionaries, KVKs, NGOs and private sector were organized during May 14-18 and June 11-15, 2007.

2.3 Promotion of Agri-Clinics and Agri-Business Centres

This programme was organized to create awareness about Agri-Clinics and Agri-Business Centres (ACABC) Scheme among extension functionaries, understand the roles of different stakeholders in promotion of Agri-Clinics and Agri-Business Centres, learn from the experiences of successful agripreneurs and agencies promoting Agri-Clinics and Agri-Business Centres and to workout models for promoting these Centres.

Two programmes were organized on Promotion of Agri-Clinics and Agri-Business Centres with 63 participants as given below:

Dates	Venue	No. of participants
September 24-28, 2007	IIE, Beltela	31
December 7-11, 2007	SAMETI, Raipur	32

The field visits to successful agribusiness centres like food processing units, bio-fertilizer and vermicomposting units etc., enabled participants to have a first hand experience about ACABC ventures.

3. Natural Resource Management

Watershed management with focus on participatory approach has emerged as the central theme of various developmental interventions for sustainable agriculture. In the wake of the implementation of revised guidelines on watershed management, community-based organizations such as SHGs, UGs, WAs etc. have been the important means for managing watershed projects. With the implementation of restructured National Watershed Development Programmes for Rural Areas (NWDPA), capacity building of personnel has assumed significance. In particular, the need is for the development of competencies in participatory processes and methodologies. The coverage of the programme also included technologies especially suitable for agricultural development in watershed areas and efficient use of water resources. Besides, MANAGE has been organizing Training of Trainers programmes. In the context of the importance of

sustainability for watershed projects, programmes have also been organised on this theme focusing on withdrawal strategy. In all, nine programmes were organized during the year covering 204 participants.

3.1 Participatory Watershed Management under NWDPR

While the functionaries have been sensitized to the participatory approach, what is required is, to 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.

Six training programmes were organized with 115 functionaries. Out of these, four programmes were specially planned for North Eastern States.

Objectives

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

- 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 a watershed plan
- to gain experience in the operational aspects and processes in managing watershed projects.

As the emphasis of the programmes was on managerial aspects, the main themes included in the programme were community organization, preparation of watershed plan, process monitoring, capacity building and sustainability of the interventions. Technical inputs were also provided on soil and water conservation measures. Besides, issues relating to agricultural development and water use efficiency also formed important themes of the course.

The participants have found the programmes interesting and useful in having a better understanding of the processes in watershed management.

3.2 Sustainability and Withdrawal Strategy of Watershed Projects

Watershed development has been one of the main instruments for sustainable agricultural development. A large number of projects are being implemented through governmental and non-governmental organizations. Case studies of watersheds, which were completed, have however shown that post-project sustainability continues to be a challenge despite the adoption of participatory approaches. Some of the innovative projects have however created enough field evidence to suggest that

S.No.	Name of the course	No. of Programmes
1	Training programme on Participatory Watershed Management under NWDPR	6
2	Training programme on Sustainability and Withdrawal Strategy of Watershed Projects	3
Total :		9

sustainable development can be achieved under watershed programme if participatory processes are adopted in a proper manner. In this context, three programmes with 89 participants were organized at MANAGE on “Sustainability and Withdrawal Strategy of Watershed Projects”.

Objectives

The overall objective of the programme was to familiarize the participants with strategies for sustainability of various interventions and also to develop modalities for withdrawal strategy under watershed projects. Specific objectives were:

- to expose the participants to the strategies and processes for sustainability of community based organizations and developed natural resources in watershed projects
- to familiarize them with the programmes and activities for post project sustainability with special reference to development of agriculture and livelihoods.
- to understand the parameters for assessing the status of sustainability of watershed projects
- to develop modalities for withdrawal strategy.

Keeping in view the needs and objectives and expectations of the participants, a programme has been developed consisting of five modules covering: 1.Strategy for sustainability of Community-based Organizations (CBOs); 2.Sustainable management of developed natural resources; 3.Sustainable development of agriculture and livelihoods; 4.Monitoring of sustainability of various interventions under watersheds; and 5.Modalities and mechanisms of withdrawal strategy. The sessions were planned focusing on skill development of the participants so that they would be able to apply the learnings, in back-at-work situations.

4. Mass Media and Communication

Communication is an important extension strategy for dissemination of agricultural technologies. Radio, television and print media have been playing an important role in transfer of agricultural technologies among the farming communities. In order to utilize mass media more effectively in agricultural extension there is need for imparting professionalism among officials in planning and development of relevant agricultural programmes for the farming community.

Under “Mass Media Support to Agriculture Extension”, a centrally sponsored scheme, MANAGE is involved in capacity building of programme executives, extension functionaries and field-level officials. The primary objective of the scheme is to use television and radio with their massive penetration as a vehicle for agricultural extension. The Institute organised a series of programmes last year for upgrading the knowledge and skills of programme executives, extension workers, field-level officials and other functionaries. During the year under review, five programmes were organized on Agricultural Programme Planning, Development, Delivery and Evaluation of Programmes of Mass Media for State Government Functionaries. The main objective of these programmes was to develop their competencies in planning, development, delivery and evaluation of mass media programmes.

4.1 Agricultural Programme Planning, Development, Delivery and Evaluation of Programmes for State Government Functionaries

In order to orient senior extension officials working in agriculture, horticulture, animal husbandry, fisheries and sericulture of different states on the potential use of mass media for strengthening agricultural extension services, five training programmes with 127 extension officials were organized at MANAGE, Hyderabad during the year.

The objectives of the programmes were:

- to orient extension officials to the potential use of mass media for strengthening the agricultural extension services in the country
- to develop understanding on the importance of communication skills in agricultural extension management
- to develop knowledge and skills in content creation, treatment and delivery of agriculture programs in radio and television
- to equip the participants with presentation skills for radio and television.

Details of the training programmes are as follows:

S.No.	Dates	No. of participants
1.	July 9-13, 2007	38
2.	August 6-10, 2007	20
3.	August 27-31, 2007	18
4.	September 17-21, 2007	22
5.	January 7-11, 2008	29

The programme schedule was designed to provide an orientation towards writing scripts and presentation skills for production of agricultural programs, both for radio and television. It also focused on news and success stories in agriculture and allied areas for the print medium.

5. Information Technology in Agricultural Extension

Information Technology has been gaining importance as a tool to support the delivery of extension services. Application of Information and Communication Technology (ICT) has been found helpful in linking the knowledge base in research institutions with field level personnel. In view of the focus on ICTs for improving delivery of agricultural information, training programmes were organised under the theme as planned, on the areas mentioned in the table below. These programmes were designed with a view to orienting the extension functionaries to the role of ICT in Agricultural Knowledge Management.

5.1 Bridging the Knowledge Deficit in Agriculture: Role of ICTs- Options and Opportunities

Four programmes were organized, in Anand, Jammu, Coimbatore and Hyderabad covering 113 participants. The objectives of the programme were:

- to sensitize the state and district level agricultural officers about the increasing role of ICT in improving extension service delivery at district, block and village level
- to upgrade their knowledge and skills to make best use of ICT connectivity established at ATMA/ district level
- to update their knowledge in accessing agricultural information from the web;

Programmes on Information Technology in Agricultural Extension

S.No.	Name of the course	No. of Programmes
1	Bridging the Knowledge Deficit in Agriculture: Role of ICTs-Options and Opportunities	4
2	Managing Digital Resources in Agriculture	2
3	Networking through information systems for NGOs	1
4	Workshop on Internet-based Agricultural Marketing Network to Support Agricultural Marketing Extension	12
Total :		19

share lessons learnt from national experiences of “Information Kiosks/shops”, in terms of the business model and services offered etc.

- to provide technical, capacity building and information support to the Farmers Information and Advisory Centres (FIACs), ATMAS/ District level Offices, SAMETIs and state level offices of agriculture and other line departments.

5.2 Managing Digital Resources in Agriculture

Agricultural institutions world-wide are establishing institutional repositories to make accessible and preserve their institution’s intellectual output. Establishment and management of institutional repositories have become easy today with the availability of several open source software packages.

MANAGE organized two training programmes with 34 participants drawn from the State Agricultural Universities, KVKs, SAMETIs and other agricultural training institutions, to orient them to the concept of digital institutional repositories, provide hands-on experience using DSpace-an open source software to create and manage digital information resources.

5.3 Networking through Information Systems for NGOs

Information and communication technologies and electronic networking in particular can strengthen organizations by improving their knowledge base and ability to share information and experiences with partners in the field. Electronic networking can be used for managing information, disseminating information, communication and strengthening partnerships.

Keeping in view the need for knowledge and skills in the use of new technologies for information management, this programme was designed to provide an orientation to networking of information systems,

sensitize them to ICT tools and impart skills in better management of information.

The modules focused on trends in Information and Communication Technologies; evaluation of web resources, website creation and management; electronic publishing; resource sharing in a networked environment; network based information resources; online resources and new web trends. The programme was organized during October 22-26, 2007 covering 15 participants.

5.4 Internet-Based Agricultural Marketing Network to support Agricultural Marketing Extension

In view of the increasing focus on agricultural marketing, and the crucial need for market information in agriculture, the Directorate of Marketing and Inspection (DMI), Ministry of Agriculture, Government of India sponsored twelve workshops on the above subject. MANAGE organized a series of twelve workshops across the country on “AGMARKNET-Internet Based Agricultural Marketing Network to Support Agricultural Marketing Extension” covering 342 participants. The list of states covered and other details are given in the table.

Objectives

- to sensitize the State and District Level Extension Officers/ Marketing Officers and farmers about the critical need of Internet Based Agricultural Marketing Information
- to upgrade the skills and knowledge of Agricultural Officers/ Marketing Officers and other middle level functionaries of Agriculture and line departments to make best use of ICT connectivity established at the district level under various projects/ schemes/ national missions like National Horticulture Mission (NHM) and

Community Information Kiosks / Information Centres

- to update the knowledge of Agriculture officials to access Agricultural Marketing Information on the Internet including AGMARKNET
- to orient participants towards interpretation of prices of agricultural commodities using AGMARKNET and educate them to add value to the information by way of analysis, projection of future trends of prices and quantities
- to promote information value addition by generating reports, documenting and hosting trend analysis data and developing commodity profiles for district, state, national and International markets, using Internet resources.

Content

The workshop framework was designed by a team drawn from faculty members from Agricultural

Extension and ICT of MANAGE, DMI-Hyderabad, NIC, Hyderabad. The programmes focused on the following areas:

- Globalization of markets, importance of market information; critical gaps; factors affecting agricultural prices, types of prices, model prices, wholesale price, retail price, MSP etc. grading and standards, electronic commerce; Internet-based marketing; agricultural marketing information on the Internet; basics of Internet and Web technologies; Commodity Exchanges, ICT and agricultural markets; examples of Indian and Foreign Portals, concept of Market-led Extension; marketing extension services; Farmers' information needs
- AGMARKNET - Salient features, services – prices & arrival information, market atlas, mandi profiles; weather information. ICTs used (Hardware & Software components); Coverage of Markets in India; implementation mechanism; linkages; feedback; other efforts which supplement AGMARKNET activities.

Programmes on Internet-Based Agricultural Marketing Network

S. No.	District and State	No. of participants	Dates
1.	UAS, Bangalore, Karnataka	37	June 5-7, 2007
2.	EEI, Anand, Gujarat	26	July 2-4, 2007
3.	EEI, Anand, Gujarat	20	July 5-7, 2007
4.	CSWCRTI, Dehradun, Uttarkhand	28	July 12-14, 2007
5.	ZCU Kanpur, U.P.	29	July 16-18, 2007
6.	ZCU Kanpur, U.P.	28	July 19-21, 2007
7.	MPAA, Bhopal, M.P.	21	August 29-31, 2007
8.	NITTTR, Chennai, T.N	29	September 18-20, 2007
9.	IMAGE, Bhubaneswar, Orissa	33	October 3-5, 2007
10.	KAU, Trissur, Kerala	38	November 20-22, 2007
11.	SIAM, Jaipur, Rajasthan	33	November 26-28, 2007
12.	EEI, Nilokheri, Haryana	20	November 27-29, 2007
Total No. of participants		342	

- Information flow in agricultural markets; digitization and value addition to marketing information; enrichment of marketing information.
- AGMARKNET–Use and application of information: How to use AGMARKNET; how to retrieve relevant information; how to interpret price data for understanding market dynamics, Price trend analysis and forecasting; how to prepare reports; how to prepare commodity specific profiles; enhancing the services of AGMARKNET
- Use of ICT in agriculture at the grassroots level; Cyber extension- examples of successful case studies in India like IT Kiosks / Information Centres established by IFFCO, Drishti, Tata Kisan Kendras, E-Choupals etc.

The participants included faculty members of State Agricultural Extension Training Institutions (SAMETIs), officers from the State Agricultural Marketing Boards, Departments of Agriculture / ATMA, APMCs, and other line departments, KVKs, representatives of Farmers' Organizations, Agribusiness Cooperatives, NGOs etc. The workshops received highly encouraging feedback.



Programme on AGMARKNET in Kanpur

Training Programmes for Capacity Building under Consultancy Programmes

MANAGE takes up training programmes as consultancy programmes in response to requests from central and state governments, private sector and international organizations. The training programmes organized by MANAGE as part of consultancy are detailed here, under broad themes.

1. Extension Management for Fisheries Development

Fisheries is an important sector in the socio-economic development of the country, both in terms of value of production and as a source of livelihood. However, there is a large gap between present production and harvestable potential in fisheries and aquaculture. Bridging this gap can contribute considerably to improving livelihoods, creating employment opportunities, ensuring nutritional security in rural areas and earning foreign exchange.

In order to harness the potential, the public extension system can bring about desirable changes in the farmer's behavior, knowledge, skills and attitude through education and training to improve

their farm production, access to services and better marketing. To be effective, the State Fisheries Department needs to focus on human resource development through capacity building of extension functionaries and other stakeholders on emerging fisheries technologies and extension management.

In this context, the National Fisheries Development Board (NFDB) requested MANAGE to develop a one month module for capacity building of Fisheries Extension Functionaries of States / UTs. Accordingly, MANAGE designed a training module of one month duration on "New Dimensions in Fisheries Extension Management" to build competencies of the extension functionaries for effective delivery of extension services besides improving knowledge on emerging technologies. The objectives of the programme were:

Objectives

- to sensitize the participants to emerging areas in fisheries technologies
- to orient the participants on new



Shri K.V. Satyanarayana, Director General, MANAGE, addressing the participants

dimensions in extension management and

- to develop managerial skills of participants for effective performance.

Content

As participants have technical background of fisheries, the training module was prepared with emphasis on extension and management aspects besides covering a few technical areas like good aquaculture practices; soil, water and disease management in aquaculture and techniques of processing and value addition of fish. The areas under extension management covered in the module were recent trends in extension management, human resource management, tools and techniques of PRA, project management, information communication in aquaculture etc. As part of the programme, field visits were organized to successful fish farms, enterprises and research institutions. This visit was intended to orient them to good management practices in aquaculture and shrimp culture adopted by farmers, processing and value addition, marketing etc. Participants were also taken to soil, water and disease diagnostic laboratories and research stations.

Field visit

Participants were taken on a visit to aqua farms and laboratories located in and around Kakinada and Vishakhapatnam in Andhra Pradesh to expose them to field level experiences in fisheries management and prawn culture. They visited research institutions, seed and feed testing laboratories and interacted with innovative farmers. Participants were organized into four groups and field tasks were assigned to each group. The groups were asked to undertake the following tasks using participatory techniques learnt in the classroom:

- assess the training needs for aquaculture development, based on the gaps identified in the field trip
- identify the critical factors which influenced the highest production and productivity of fisheries in Andhra Pradesh
- draw a framework about the potential for intensification and diversification in fisheries keeping in view socio-economic and environmental sustainability



Participants on a field visit

- identify the processing and value addition techniques in the context of existing post harvest scenario in India.

During the field visit, participants documented various practices adopted by farmers, like mixed farming systems, stocking one-year old fingerlings and other input management practices. In addition, participants were exposed to various aspects of hatchery management, monoculture practices, crab fattening, fabrication of boat unit as an income generation activity for the fishermen, processing and post-harvest management.

The field visits gave participants an opportunity to interact with farmers and obtain information to identify:

- critical factors influencing production and productivity of fisheries,
- potential for intensification and diversification and
- processing and value addition techniques in the context of the existing post harvest scenario.

MANAGE conducted the first training program during December 1-30, 2007. A total of 34 fishery officers up to the cadre of Deputy Directors from 12 states participated in the programme. There was positive feedback from the participants. In their words "the training programme is excellent and informative"; "Programme is stimulating and has practical applicability".

Based on the suggestions of the participants, the training module has been reduced to three weeks. Realizing the success of the programme, NFDB has sponsored three programmes of three-week duration each and three programmes of six-day duration each for senior officials of the fisheries department. A second programme of three-week duration was organized from 21st January to 19th February, 2008. A total of 31 participants from 13 states participated in the programme.

2. Market-led Extension

Agricultural Marketing Extension has emerged as a critical need of the farming community. Market-led extension needs to be promoted and market linkages improved to enable farmers realize maximum value for their produce. Improved farming practices are to be adopted for quality produce, with better sorting, grading, packaging and transportation to increase the shelf life and value of the produce and thereby increase farmers' incomes. At the same time, awareness on market-led extension must be improved among functionaries of State Departments of Agriculture Marketing, KVK scientists and farmers.

In view of this felt need, MANAGE organized 5 training programmes on Market-led Extension during 2007-08 sponsored by the Department of Agriculture and Cooperation (DAC), Ministry of Agriculture, Government of India. The list of states covered is placed below.

Programmes on Market-led Extension

S. No.	Venue	No. of Participants	Date
1.	EEI, Hyderabad	25	February 18-22, 2008
2.	IMAGE, Bhubaneswar	26	February 25-29, 2008
3.	Sugarcane Breeding Institute, Coimbatore	31	February 25-29, 2008
4.	IIE, Pune	27	March 10-14, 2008
5.	ICAR Unit IV, Kanpur	33	March 10-14, 2008



Programme on Market Led Extension at IIE, Pune

The objectives of these five-day programmes were:

- to sensitize the participants to the process of market oriented production;
- to expose them to successful experiences of Market-led Extension; and
- to identify the appropriate extension approaches to support farming communities for profitable marketing of their produce.

Content

In order to achieve these objectives, the modules focused on market-led extension and its challenges and opportunities; importance of market intelligence, forward and backward linkages; analyzing the effectiveness of existing marketing channels and networking various marketing channels for agricultural products; imparting knowledge on various quality parameters and quality production to meet the emerging markets; strengthening supply chain management; harnessing potential of ICT application in agricultural market information management; and sensitizing the farmers on WTA and its implications in agriculture and allied sectors etc.

The five programmes covered 136 participants drawn from the Departments of Agriculture and

Marketing, scientists from KVKs and farmers. The feedback from participants has been very positive and the programmes were found to be useful and of contemporary relevance.

3. Capacity Building Programmes under National Food Security Mission

The National Food Security Mission (NFSM) was launched with the objective of increasing production and productivity of wheat, rice and pulses on a sustainable basis so as to ensure food security. The Government of Andhra Pradesh approached MANAGE to conduct training programmes for enhancing managerial skills of project managers, consultants and district agricultural officers associated with the Mission.

In response, MANAGE organized two training programmes sponsored by Government of Andhra Pradesh, on "Management Skills for National Food Security Mission", during February 25-29 and March 10-14, 2008, covering 56 participants drawn from 11 districts implementing the NFSM in respect of rice and 14 districts in which NFSM is being implemented in respect of pulses.

The programmes focused on management aspects to enhance skills in motivation and leadership;



Participants at the Training Programme under National Food Security Mission

communication skills; project formulation and implementation; ICT in agricultural extension; monitoring and evaluation and documentation. Besides, participants were oriented to technical aspects viz., rice-pulse cropping system for sustainable agriculture, farming systems approach, farmer-to-farmer extension, farming situation based extension and participatory approaches.

4. Gender Sensibility for Vertical Integration

MANAGE has undertaken a Project on Gender Sensibility for Vertical Integration of women officers and women farmers on a request from the Commissioner and Director of Agriculture, Government of Andhra Pradesh, Hyderabad. Accordingly, three training programmes of 3 day duration each, were organized at MANAGE during March, 2008 as given in the table. The trainees included women farmers, women Adarsha Rythus,

women entrepreneurs and women agricultural extension functionaries nominated by the Commissioner and Director of Agriculture, Government of Andhra Pradesh.

The objectives of the training programmes were:

- to sensitize the participants to gender balance in agriculture
- to develop a common understanding among extension functionaries and farm women on gender related issues in agriculture
- to understand the roles and responsibilities of extension functionaries for addressing gender issues in respective sectors.

The project team at MANAGE interacted with women farmers and also with the officials of the Department of Agriculture, Government of Andhra

S: No.	Dates	Venue	No. of participants
1	10-12 March, 2008	MANAGE, Hyderabad	39
2	13-15 March, 2008	MANAGE, Hyderabad	39
3	24-26 March, 2008	MANAGE, Hyderabad	23

Pradesh, to understand gender issues and the needs of women farmers. The responses were integrated in designing the programme.

The modules focused among other things on the need and importance of gender mainstreaming in agriculture and allied sectors, gender analysis, gender in crop management and natural resource management, technologies for water use efficiency in agriculture, gender specific farm mechanization with special reference to drudgery reduction, post-harvest technologies and value addition of agricultural produce, credit, marketing and group approach.

5. Managerial Skills for ICDS Project Personnel

Two training programs were organized for imparting managerial skills for project personnel of Integrated Child Development Services (ICDS) on a request from the Directorate of Women and Child Welfare. The programmes covered 56 participants.

The objectives of the three-day programmes were:

- to acquaint the participants with the importance, concepts and functions of management
- to help them understand the principles and practices of team work and behavioral skills
- to expose them to different facets of management with special focus on motivational techniques, leadership styles, performance appraisal, communication etc.

6. Capacity Building Programmes on Warehousing (Development and Regulation) Act, 2007

The Department of Food and Public Distribution, Government of India has introduced a

negotiable warehouse receipt system in the country to make the warehouse receipt a fully negotiable instrument.

The Warehousing (Development and Regulation) Act, 2007 makes provisions for the development and regulation of warehouses, negotiability of warehouse receipts, and the establishment of a Warehousing Development and Regulatory Authority. Besides making the warehouse receipt a negotiable instrument, the objective is to bring in reforms and modernize the warehousing sector.

MANAGE was assigned with a responsibility of capacity building of stakeholders and other beneficiaries on the Warehousing (Development and Regulation) Act 2007. MANAGE organized two workshops, one in Pune during August 2007 and the second in Bhopal during September 2007, for officials of the Warehousing Corporation, state departments, financial institutions and insurance companies. During December 2007 and January 2008 MANAGE organized six workshops, three for officials in Hyderabad, Coimbatore and Trivandrum and three workshops for farmers in Andhra Pradesh, Tamil Nadu and Kerala. The programmes covered 126 officials and 72 farmers.

The objective of these workshops was to improve awareness among officials and farmers on various components and provisions of the Warehousing (Development & Regulation) Act, 2007.

During the workshops for officers, participants were given an overview of the Act, the development and regulatory mechanism under the Act, scientific practices for storage, etc. The two-day workshop for farmers focused on improving awareness on various provisions of the Act, the *Gramin Bhandaran Yojana*, pledge financing using negotiable warehouse receipts, and importance of scientific storage practices, etc.

7. Aggregator Workshop

A two-day workshop “Aggregator Model-A new beginning”, was organized by MANAGE in collaboration with Forward Markets Commission (FMC) and Multi-Commodity Exchange of India (MCX), during March 27 - 28, 2008 at MANAGE.

The objective of the workshop was to create awareness among farmer leaders and agri input organizations on commodity markets, commodity exchanges, futures trading, aggregation, role of warehousing and related aspects. The workshop was attended by 54 participants including 39 farmers and 15 officials.

The workshop oriented the participants on commodity futures markets, role of banks in aggregator models, role of warehousing and its implications, trading in commodity futures and operational processes.

8. Natural Resource Management

As part of consultancy, five additional programmes were organized, of which four were on Participatory Watershed Management and one was organized on Post-Project Evaluation of Watersheds.

8.1 Participatory Watershed Management

In view of the focus on participatory approach and the need for developing skills of functionaries in this area, four programmes were organized on Participatory Watershed Management for functionaries of Rajasthan and Tamil Nadu covering a total number of 151 participants. The objectives of the programme were:

- to familiarize the participants with technical aspects of watershed management; practices of forming and sustaining community based organizations



Aggregator Workshop at MANAGE

- to orient to the steps and procedures in the preparation of a watershed plan
- to expose to operational aspects and processes in managing watershed projects.

8.2 Post-Project Evaluation of Watersheds

This programme was sponsored and taken up at the special request of Tamil Nadu Watershed Development Agency, Government of Tamil Nadu. As a number of projects under National Watershed Development in Rainfed Areas (NWDPA) were nearing the end of the project period, the state government proposed to develop the competencies of project personnel in internal evaluation methods and techniques. The objective of this proposal was to provide feedback to the government on the impact of various interventions under the projects. Besides, NWDPA guidelines also envisaged that an impact assessment could be attempted to assess the success and failures of the projects. It was against this background that the Institute was requested to conduct a programme focusing on these aspects for project functionaries. The programme was organized during November 26 -30, 2007, covering 20 participants drawn from different districts of Tamil Nadu.

The overall objective of the programme was to build the capacity of the participants on various methods and techniques of post evaluation of watersheds. The specific objectives were:

- to acquaint the participants with overall methodology of post-evaluation of watershed development
- to familiarize them with tools and techniques of evaluation
- to help them understand the application of tools and techniques for post-evaluation of various components and interventions of watershed programmes.

Focus was on the watershed programme, evaluation, parameters for post-evaluation, methods

for evaluation , preparation of tools for post-project evaluation, data analysis, report writing, post-evaluation of social capital development, soil and water conservation measures, agricultural development and Post-Project Sustainability.

The participants found the programme useful and stated that it would help them to highlight the impact of watershed projects, assess the effect of various interventions and to initiate corrective measures.

9. Mass Media and Communication

MANAGE organized three training programmes and two review workshops on Mass Media on a consultancy basis. Of these, three training programmes were organized on Identification, Development, Delivery and Assessment of Content for program producers of electronic media. Two review workshops were organized to help upgrade the knowledge and expertise of programme executives and field-level extension officials.

9.1 Training Programmes for Producers of Electronic Media

Two five-day training programmes were organized at MANAGE, Hyderabad for producers of All India Radio on Identification, Development, Delivery and Assessment of Content for programmes of FM Broadcast and a similar programme was organized for the producers of Doordarshan for programmes of Narrowcasting stations, during March 2008. The objectives were:

- to orient the Programme Producers on the potential use of mass media for strengthening 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 content creation, treatment and delivery of agriculture programs

Training Programmes for Producers of Electronic Media

S.No	Title of the programme	No. of programmes	No. of participants
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1	Training Programme on Identification, Development, Delivery and Assessment of Content for programmes of Narrowcasting stations	1	32
2	Training Programme on Identification, Development, Delivery and Assessment of Content for programmes of FM Broadcast	2	20

- to develop back-at-work plans and themes on the emerging issues in the field of agriculture and allied sectors.

The modules focused on mass media and its importance in agricultural extension, orientation to Extension Reforms and convergence of mass media with ATMA activities at the district level, new dimensions in crop production technologies, use of agro meteorological advisory services for meeting state and district specific information needs, programme production on integrated nutrient management, integrated pest management, post harvest technology, organic farming, export opportunities in agriculture, diversification to high value crops, horticultural crops and opportunities, market intelligence, gender sensitization in agriculture through mass media, previewing of programmes and their feedback.

Subsequent to the exposure to different subjects, participants under the guidance of experts developed various themes on which the programmes could be designed and produced.

9.2 Review Workshops

Review workshops were organized for the State Government functionaries / producers of All India Radio who underwent training at MANAGE,

Hyderabad to understand their utilization of knowledge and skills in production of the programs relevant to the farmers' needs. The objectives of the workshops were:

- to review the programmes produced and broadcast by the participants.
- to sensitize the participants about the strengths and weaknesses of the programmes produced and
- to orient the participants to the improvements required to make the programmes more effective.

Details of the Review Workshops organized for Agricultural Extension officials and producers of All India Radio are presented in the table below.

During these workshops, programmes produced by the participants were reviewed. A format has been developed for reviewing the programmes by listing the parameters on a 3-point continuum. The format was filled-up by individual participants after previewing the programmes. Each participant provided feedback on the positive aspects of the programme and points for improvement. Subsequently feedback was given to participants on how to make improvements in the programme.

S. No.	Title of the programmes	Dates	No. of participants
1	Review workshop for Agricultural Extension Officials	March 3-7, 2008	10
2.	Review Workshop for Programme Producers of All India Radio	March 17-21, 2008	19

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

Rainfed agro eco-system occupies a significant place in Indian Agriculture covering 66 percent of the net cultivated area, supporting 40 per cent of human population and 60 percent of livestock apart from contributing 44 per cent to the food basket. As such, rainfed farming is identified to be the key for future development of agriculture in the country. The growth rate of four per cent to be achieved from agricultural sector during the XI Plan Period will have to be necessarily drawn from large extent of rainfed areas. Keeping in view the importance of developing rainfed areas, the present study was conducted with the following objectives:

Objectives

- to clarify the concept of rainfed farming and to document the initiatives undertaken to support farmers in rainfed areas
- to study the profile of farmers in the rainfed areas and their access to inputs, technical services and advisory support
- to explore the types of farming systems being followed by the farmers and examine their level of performance in the rainfed areas
- to understand the constraints faced by the farmers in rainfed agriculture along with their suggestions for improvement
- to suggest strategies for improving the performance of farmers in the rainfed areas.

Methodology

The study was conducted covering 12 states in the country on an ex-post facto design. Two villages from one block in each one of the districts in 12 states

were selected based on certain rainfed area parameters. Twenty farmers representing marginal, small, medium and large farmer categories from each village were selected on random sampling basis. In all, the sample consisted of 480 farmers. The data was collected by personal interview through a pre-tested structured interview schedule.

Main Observations

1. The study has revealed prevalence of different types of farming systems across farm sizes and states in the country, however the specific data on input output ratios on each is lacking. In view of this, it is necessary that the R&D institutions study the level of economic performance of the existing farming systems and develop economically feasible farming system models applicable to different agro-climatic zones for the benefit of the farming community.
2. To make the rainfed farming systems more sustainable and economical, it is necessary to upscale the livestock component through introduction of higher milch yielding breeds, better livestock production management techniques and provision of feed and fodder to augment the requirement during off season. Comprehensive agricultural district plans should include strategies for upscaling the bovine component in each of the districts.
3. Introduction of dryland horticulture as an intervention strategy assumes great significance in the rainfed farming system across the states. Efforts are to be initiated for intervention of fruit crops and other tree crops, vegetables, medicinal, aromatic plants and floriculture during specific seasons to help in mitigating the risk, providing alternative income and nutritional security besides promoting the efficacy of the natural resources.

4. The gaps in input usage and technological management practices indicated by the study highlight the need for providing effective on-farm technology management skills through intensive training programmes for the farmers.
5. Greater emphasis has to be placed on promoting in situ soil and water conservation, creation of percolation tanks, water harvesting structures, farm ponds, desiltation of tanks, gully control measures etc. through the major programme of watershed development, to improve the economic livelihood of rainfed farming.
6. To enhance the availability of critical inputs and market information for the farmers, a professional channel of providing on-demand services should be established by way of promoting agriclinics in all the areas.
7. To meet the credit demands of farmers on simplified ways, it is required to promote micro credit options through self help groups.
8. To empower the farmers in the rainfed region, help build their capacity and improve the scale of operation to make a dent on the market, it is necessary to bring them together in a group approach based on commodities or specific activities in the form of farmers' interest groups and organizations.
9. Farmers in the rainfed regions follow a farming system pattern involving a combination of various enterprises creating a demand for farming system-based interventions. It is necessary to streamline technology delivery system by introducing integrated extension delivery system in the form of ATMA at the district level.

2. Study on Revitalizing Public Extension Systems

Agricultural research and extension have been a key part of the interventions on which agricultural

development squarely depends. Interventions in research and extension activities over the years through various programmes have registered a spectacular increase in production of food grains from 50 million mt in 1950s to over 230 million mt in India by 2007-08.

The changing agricultural scenario has thrown open various opportunities and challenges for the farming communities. The rising affluence of the growing middle class has resulted in increased domestic demand for products such as milk, oilseeds, poultry, fish and horticulture products, apart from creating opportunities for export in specific commodities. The advent of WTA has created challenges for the farmers to compete in the international markets to meet global demands. To assist farmers in taking advantage of the opportunities offered by the changing scenario, it was felt necessary to study the existing extension systems and approaches in the public sector and suggest ways and means to revitalize them for addressing the upcoming challenges. Keeping this in view, the present study was taken up with the following objectives:

Objectives

- To identify the types of public extension systems available in the country
- To understand the present status of public extension system
- To identify the constraints faced by the extension personnel and farming communities
- To suggest strategies for revitalization of the extension systems.

Methodology

The study followed an ex-post-facto research design. The major public extension systems operating at the field level were the domain of the study. The data was collected through mailed questionnaire along with follow up visits apart from focused group interviews with a cross section of officials and

farmers. Secondary data from the reports and records were also made use of. Simple analytical tools were used for analysis and presentation of the data.

Strategies for revitalizing public extension systems:

The issues emerging from the results of the study along with the suggestions to address them are presented below:

1. Knowledge and skills continue to be the crucial requirements for improved farming activity. Hence it is recommended that the objective of public extension systems should be dovetailed to provision of technical assistance to the farming communities than supplies and services.
2. Streamlining the O&M structure of extension systems.
 - a. Agricultural Technology Management Agency (ATMA) is to be operationalised as a coordination mechanism at the district level integrating the extension service delivery. All schemes and programmes of all line departments should be routed through the ATMA.
 - b. The hierarchical level of line departments should be limited to state, district, block and panchayats that are decision making and delivery levels. At the block level, it is suggested to create two more farm advisors on marketing and community organization along with the existing team.
 - c. Around 30 percent of the positions at the field level have been vacant since a long time affecting the delivery of services. Hence, it is necessary to fill up all the vacant positions on priority basis.
 - d. There is need to induct a mechanism of public private partnership for provision of services at the operational level through alternate service providers such as para-technical workers, farmers' organizations, farmers' field schools, lead farmers' programmes, agriclinics, agri-consultants etc.
3. Extension Planning and Implementation.
 - a. Block level extension personnel, will provide leadership in planning and implementation of development programmes in their sectors, oversee the programmes at each panchayat once in a fortnight and participate in the monthly workshops at the district headquarters.
 - b. Two advisors at the panchayat level will operate on a fixed schedule of visit for each of the villages on a specific day in the week, interact with the farmers groups, supervise field programmes, provide advisory services to the farmers, apart from documenting the visits.
 - c. The pattern of bottom-up planning of extension programmes has to be promoted as a strategy rather than top down schemes. Since the basic objective of extension is to address the needs of the farmers at the local level, the field extension personnel should have the flexibility and authority to develop innovative intervention programmes, depending on the field requirements.
 - d. Considering the need for intensive skill upgradation on multiple technological innovations, it is necessary to induct multiple approaches such as farmers' field schools, farm schools, farmer-led extension, lead farmers, farmers' organizations, farmers' interest groups, exposure visits, whole farm demonstrations, farmer-scientist interactions etc. to achieve the objective of development.
4. Support facilities for field extension functionaries
 - a. At the panchayat level, since the extension advisors will have to undertake field visits continuously and interact with the farming community, they should be provided appropriate support facilities of an office space in the panchayat, telephone / mobile phones apart from a motor cycle for undertaking field visits.

- b. A common resource centre is to be created at the block level from where all the officials can operate, meet and interact. The centre will have telephone facility, computer, internet, xerox, training hall, literature, offices of the farm advisors apart from providing continuous mobility for all the block level staff. Since the block advisors are also on the move, they should be provided with the mobile telephone facility. Similar support services are to be provided at ATMA level also.
5. To promote effective transfer of technology, it is necessary to streamline linkages between research and extension organizations by inducting KVK scientists as members of Governing Board of ATMAs and also core team members for preparation of comprehensive district agricultural development plan. Pre-seasonal zonal workshops, monthly workshop mechanisms, farmers-scientists interface and field trials programme need to be revived.
6. Since the objective of the extension organizations is to build farmers' capacity, it is suggested that line departments may offload role of providing services and support in areas of inputs, processing, value addition, marketing etc. to the private sector on a Public-Private Partnership (PPP) mode, to reduce the operational expenditure and release staff for effective extension work.
7. The extension agency needs to build the capacity of farmers through technical assistance in four areas, viz., building technical competency; developing a farm business oriented approach; developing organizational skills; and technical assistance in relation to marketing of the agricultural produce. There is also need to bring in organizational changes and build the capacity of the extension personnel to meet future challenges.

MANAGE will have the overall responsibility to operationalize capacity building along with state institutions for which sufficient fund allocation has to be made.

8. Information and Communication Technologies (ICTs) facilities need to be provided at the gram panchayat through an info-kiosk, with facilities at FIAC and ATMA levels to provide access to information on government policies, programmes and schemes for the benefit of farmers, and allow the farmers to have access to the information from external sources through the internet. The kiosk will also store CDs on various technological aspects of crop production, processing, storage and packaging of various products for farmers.
9. Income generation: Activities relating to service provision to the farmers on cost may be outsourced under the PPP mode to the private sector, reducing the burden on the government system.

3. Evaluation Study on National Project on Organic Farming

An evaluation of the National Project on Organic Farming was taken up by MANAGE on a request from the Ministry of Agriculture, Government of India.

The terms of reference of the study were:

- To evaluate the role of NCOF and RCOFs in production, promotion, market development and regulation of organic agriculture in the country and achievements of physical targets like training programmes, field demonstrations and setting up of model organic farms etc.
- To assess the effectiveness of service providers as technology messengers with reference to package of practices and input supplies vis-à-vis demand, achieving physical targets (awareness, motivation and

registration of farmers, ICS implementations, etc.) and development of market for finished organic produce for a cluster

- To study the status of organic certification in selected clusters
- To assess the status of organic production units vis-à-vis annual production, capacity utilization and selling price etc.
- To evaluate the impact of various kinds of training programmes, field demonstrations and model organic farms in promotion of organic farming in the country
- To elicit the increase in productivity and returns to farmers practicing organic farming over the conventional farming practices
- To identify constraints encountered by organic farmers
- To suggest ways and means of further strengthening of various components of the scheme.

Information was collected from the six Regional Centers of Organic Farming (RCOF), National Centre of Organic Farming (NCOF) and 216 farmers serviced by 27 service providers from nine states in India.

The study has been completed and submitted to the Government of India. Suggestions and recommendations for strengthening the scheme in the XIth plan period have been given under aspects relating to services, financial outlay, subsidies, training programmes, demonstrations, marketing activities, use of information technology, certification, human resource development, and related areas.

Suggestions and Recommendations for strengthening the scheme

1. The number of farmers to be serviced by new service providers, particularly in hilly areas, may be reduced to 500.
2. The Total Financial Outlay (TFO) of fruit and vegetable compost units of 100 TPD capacities, bio-fertilizer units of 150 TPA

capacities and vermin-hatcheries of 150 TPA may be raised and the subsidy enhanced.

3. The state government departments, which have limited capacity utilization of vermi-hatcheries, may establish new units only for demonstration purpose. Funds should be provided to encourage farmers to produce organic inputs. Autonomous bodies like Agricultural Technology Management Agency (ATMA) or Panchayat Raj Institutions (PRI) may be used to channel capital subsidies to farmers to make organic input production a mass movement in the country.
4. Budget for training programs may be revised and training programs implemented during the Xth plan may be continued in the XIth plan, with syllabus revision once in two years.
5. Model organic farms may be allocated also to private institutions like agricultural colleges with a few given to good non-governmental organizations with adequate land for the purpose.
6. There is a need to support research and document best indigenous organic farming practices in different parts of the country to develop technology packages for different crop mixtures and rotations.
7. NCOF may negotiate with the Project Directorate on Cropping Systems, Modipuram for developing and supporting an All India Co-ordinated Research Project on organic farming at several locations in the country.
8. A capital subsidy scheme may be initiated for supporting processing of organic produce.
9. A joint sector scheme may be developed with a 50:50 participation of central and state governments for supporting marketing activities of organic farming groups in the country.

10. Extensive use of information technology for facilitating marketing and exports should be supported.
11. Participatory guarantee systems may be developed between producers and consumer groups at local or regional levels, to save on the costs of certification and other transaction costs.
12. To cope with the increasing demand, every state government may be encouraged to set up one or more certification agencies in the public sector.
13. An organic cell may be created in the state agricultural department to co-ordinate the development activities.
14. To avoid delay, funds may be released directly by the NCOF or by the RCOFs to the autonomous bodies set up in the state for the promotion of organic farming.

1. Development of Standard Operating Procedures for Strengthening Plant Quarantine System in India

The Department of Agriculture and Cooperation (DAC), Ministry of Agriculture, Government of India, is in the process of strengthening the Indian Plant Quarantine System and streamlining the monitoring and inspection of imported consignments to prevent entry of alien species. An effective and efficient Plant Quarantine System is becoming all the more important in the light of increased global trade in agriculture under the WTO era.

As part of the process, DAC asked MANAGE to take up a study on "Development of Standard Operating Procedures (SOPs) for strengthening Plant Quarantine system in India". The objective was to develop SOPs and training modules related to various

plant quarantine activities, for imparting scientific skills and technical competency for carrying out effective and efficient post entry quarantine inspection of imported planting material.

The specific objectives were to:

- develop SOPs for Post Entry Quarantine management of imported consignments of seeds and plant material for propagation purposes
- prepare a training manual for the inspection authorities for undertaking Post Entry Quarantine Inspection
- develop SOPs and preparation of a training manual for export inspection and Phyto-sanitary certification of agricultural commodities by authorized authorities
- develop SOPs for Quarantine Inspection/handling of bulk import of wheat for milling and processing.



Dr. W.R. Reddy, Joint Secretary (Plant Protection) addressing the participants at the workshop

MANAGE has prepared and submitted the SOPs for Post-Entry Quarantine Inspection, Export Inspection and Phytosanitary Certification and Quarantine inspection of bulk import of wheat for milling to the Government of India. Two workshops were organized at MANAGE to orient all stakeholders to the procedures.

2. Comprehensive Agricultural Development Plans for Andhra Pradesh

MANAGE has taken up a consultancy for preparation of Comprehensive District Agriculture Plans (C-DAPS) for all the districts in Andhra Pradesh, based on guidelines from the Planning Commission, Government of India. The consultancy work is in progress. MANAGE has also been assigned the responsibility of preparing a model C-DAP for Dhar and Deva districts of Madhya Pradesh and Midnapore district of West Bengal.

The need for integrated local area plans, based on area specific needs, has been stressed since 1950s. However, there have been only isolated efforts at such planning. The objective of district planning is to design an integrated and participatory action plan for the development of the local area in general and agriculture and allied sectors in particular. The plan is expected to converge various State and Central Government programmes and involve all agencies with the objective of increasing farmers' income and achieving national food security.

The objectives are

- to prepare C-DAP through participatory process involving various organisations and stakeholders.
- to enable optimum utilisation of scarce natural, physical and financial resources
- assess and plan for the infrastructure required, to support agriculture development
- establish linkages with required institutional support services, like credit, technology transfer, ICT, research etc
- evolve an action plan, for achieving sustainable agricultural growth and improving farmers' income.

Content of C-DAP

The content includes the location, features, SWOT analysis of the district, areas which need to be addressed, on going programmes, public-private partnerships envisaged, and expected outcomes as a result of implementation of the Plan.

3. Development of Gender Sensitization Modules

MANAGE was entrusted with the task of developing gender sensitization modules for senior, middle and cutting-edge level functionaries of agriculture and allied departments. The objectives of this exercise were to sensitize the functionaries about the present status of women in agriculture; ensure a greater degree of gender sensitivity in the programmes implemented; empower them to suggest changes in programmes and policies to provide greater benefit for women farmers and to develop master trainers on gender sensitization modules.

The content in the three modules broadly focused on the need for gender sensitization and building gender into training, gender discrimination at household and society level and in agriculture and allied sectors, gender analysis, participatory tools, gender budgeting and strategies for mainstreaming gender concerns in agriculture.

The three modules for the senior, middle and cutting-edge level were developed and pilot-tested in five states viz., Andhra Pradesh, Uttar Pradesh, Maharashtra, Assam and Orissa. Thirty-five master trainers, including 21 women and 14 men, representing fourteen states have undergone this first

round of training during the pilot-testing exercise organized in the five states mentioned.

The feedback obtained during the pilot-testing exercise was submitted to the Ministry of Agriculture, Government of India and the gender sensitization modules were revised.



Participants at the Gender Sensitization workshop

Training of Master Trainers

The training of master trainers on the final (revised) modules was organized from 7-13 September 2007 at MANAGE in which 25 master trainers participated. The focus of the training was on orienting the master trainer to participatory training

modules and training management skills; familiarizing them with gender sensitization modules and preparing them as master trainers for organizing training on gender sensitization at the state level, independently.

As per the terms of reference, after finalization of the manuals, gender sensitization workshops are to be conducted in five states where the pilot-testing of the modules was organized. In these workshops, the master trainers will be taking the lead role.

Three model workshops on gender sensitization were organized in the states of Orissa, Uttar Pradesh and Andhra Pradesh during December 2007 and March 2008 for senior, middle, and cutting edge level functionaries of agriculture and allied departments.

4. Module on Agribusiness Management

MANAGE has developed self learning material on agri-business management covering 20 themes in about 30 units for the Post-Graduate Diploma in Rural Management – a distance education programme launched by YASHADA, Pune.

1. Support to State Extension Programmes for Extension Reforms

MANAGE facilitated the implementation of Extension Reforms during X Plan, under a centrally sponsored "Support to State Extension Programmes for Extension Reforms" scheme. This is an initiative of the Ministry of Agriculture, Govt. of India for revitalizing agricultural extension in the states to make the extension system decentralized and demand-driven. The scheme aims at operationalising agricultural extension across the country through new institutional arrangements at district/block level, which are flexible, bottom-up, farmer-driven, and promote public-private partnership.

In the initial years, 2005-06 and 2006-07, the scheme was implemented in the selected 268 districts. From 2007-08 onwards, it is being extended to all the districts of the country. During the year, MANAGE facilitated the implementation of the scheme by conducting various capacity-building programmes for the officials of the state departments of agriculture and other line departments, including

State Agricultural Universities and NGOs.

The activities carried out during 2007-08 for implementation of the scheme are given below:

1.1 State-level Orientation Workshops on Extension Reforms for New Districts

In order to orient the Heads of the Departments of Agriculture and allied sectors, including the NGOs, two-day state-level orientation workshops on "Extension Reforms" were organized in eight states. The objective was to orient senior functionaries to promote key reforms of new institutional arrangements, convergence of line departments, multi-agency extension strategies, broad-based extension delivery and group approach to extension etc. At the end of each workshop, a concrete Action Plan was prepared for implementation of Extension Reforms Scheme in the respective states. Details of the workshops during 2007 may be seen below.

S.No.	State	Dates & Venue	No.of participants
1	West Bengal	April 26-27- Kolkata	60
2	Kerala	June 11-12 -Thiruvananthapuram	30
3	Chattisgarh	August 9-10 -Raipur	40
4	Himachal Pradesh	August 16-17 - Simla	35
5	Rajasthan (for 11 districts)	August 16-19 - Jaipur	45
6	Tamil Nadu	August 21-22 - Vellore	76
		August 24-25 - Pudukottai	62
		August 27-28 - Thirunelveli	61
7	Haryana (for 14 new districts)	August 13-14 - Jind	30
		August 20-21 - Kurukshetra	35
		August 27 -28 -Gurgaon	45
8	Arunachal Pradesh	October 8-9 - Ziro	35

1.2 State Level Master Trainers Training Programmes

Master Trainers Training Programmes were organised in Jharkhand, Tripura, Karnataka, Tamil Nadu, Nagaland, Mizoram, Uttar Pradesh, Jammu &

Kashmir and Arunachal Pradesh. These master trainers, in turn, will train District-wise Core Teams for preparation of Strategic Research and Extension Plans (SREPs). Twelve programmes were organized, during April to December 2007 covering 595 participants.

S.No.	State	Dates & Venue	No.of participants
1	Jharkhand	April 9-12 - Ranchi	85
2	Tripura	July 17-21 - Agartala	67
3	Karnataka	October 22-24 - Bangalore	43
4	Tamilnadu	October 22-27 - Madurai	60
5	Nagaland	November 12-16 - Dimapur	26
6	Mizoram	November 28-30 - Aizwal	30
7	Uttar Pradesh	October 29-November 1 - Lucknow	51
		November 3-6 - Lucknow	50
		November 12-15 - Lucknow	38
		November 17-20 - Lucknow	58
8	Jammu & Kashmir	December 3-10 - Jammu	35
9	Arunachal Pradesh	December 10-14 - Itanagar	52



Shri A.K. Sarkar, Secretary, Agriculture, Govt. of Jharkhand addressing the participants

1.3 Training Programmes on Operationalisation of ATMA & SREP

Capacity building on Operationalisation of Agricultural Technology Management Agency (ATMA) and Strategic Research and Extension Plan (SREP), has been the key for successful implementation of the Extension Reforms scheme. Operationalising is the process of constituting ATMA, its various committees, selection of committee members, preparation of Block Action Plans, District Action Plans, and implementation of the cafeteria of activities including demonstrations, exposure visits, training, organization of Farm Schools, etc. In addition to six programmes organized as part of planned programmes, the following additional programmes were organized for the state of Rajasthan.

S.No.	State	Dates & Venue	No. of participants
1	Rajasthan	September 10-14, 2007 - Jaipur	30
2	Rajasthan	October 23-27, 2007 - Jaipur	35

1.4 Review and Vetting of SREPs

The Strategic Research and Extension Plans (SREPs), prepared and consolidated by the district officials, were finally reviewed and vetted by MANAGE for three districts of Jammu & Kashmir, Goa and twenty-one districts of Rajasthan.

1.5 Orientation Programme for District-Level Officers

On demand from the State Nodal Officer and Director-SAMETI, Kerala, MANAGE conducted orientation programmes for district-level officers of agriculture and other line departments, the State Agricultural University and NGOs. Details are given in the following table.

State	Dates	Venue	No. of participants
Kerala	September 28-29, 2007	Pathanamthitta	42
	September 28-29, 2007	Thrissur	65
	October 3-4, 2007	Kollam	80
	October 3-4, 2007	Kannur	60
	October 5-6, 2007	Kottayam	55
	October 5-6, 2007	Kozhikode	39
	October 8-9, 2007	Ernakulam	45
	October 8-9, 2007	Malappuram	40

1.6 District Core Team Training Programmes

On a request from the State Nodal Officers and SAMETI Directors, MANAGE was also involved in organizing district core team (AES-teams) training programmes of different states. These multidisciplinary AES - teams collect primary and secondary data to prepare the Strategic Research and Extension Plans (SREPs) of the district. Forty six programmes were organized in 7 states during 2007-08 covering a total of 1694 participants.



Participants involved in Group Task at the Workshop

S.No.	State	Dates	Venue	No.of participants
1.	Himachal Pradesh	September 10-14	Kinnaur	25
		September 17-21	Solan	29
		October 3-6	Sirmour	29
		October 9-12	Chamba	27
2.	Mizoram	October 1-3	Aizwal	25
3.	Kerala	October 9-12	Thrissur	52
		October 9-12	Kollam	70
		October 16-19	Kannur	50
		October 16-19	Pathanamthitta	55
		October 23-26	Kottayam	65
		October 23-26	Kozhikode	55
		October 29 - November 1	Ernakulam	50
		October 29 - November 1	Malappuram	60
4.	Manipur	December 3-7	Imphal	45
5.	Uttar Pradesh	January 21-22	Banda	08
		January 21-23	Moradabad	32
		January 23	Chitrakoot	04
		January 23-24	Kanpur Nagar	96
		January 24-25	J.B.Bhole Nagar	25
		January 28-29	Kanpur Dehat	33
		January 28-29	Hamirpur	16
		January 29-31	Etah	44
		January 30-31	Unnao	44
		January 30-31	Mahoba	21
		January 31-February 2	Mathura	41
		February 6-7	Lalitpur	17
		February 16-17	Sitapur	47
		February 18-21	Bijnaur	32
		February 20-21	Fatehpur	54
		February 21-23	Noida	35
		March 17-20	Ghazipur	40
6.	Haryana	February 4-6	Faridabad	35
		February 4-6	Jind	30
		February 5-7	Panipat	35
		February 7-9	Mewat	30
		February 7-9	Gurgaon	30
		February 7-9	Faridabad	30
		February 21-23	Narnaul	24
		February 21-23	Yamuna Nagar	22
		February 25-27	Ambala & Panchkula	44
		February 25-27	Jhajjar	33
		February 28-Mar 1	Bhiwani	21
		March 3-6	Kaithal	25
		March 10-13	Kurukshetra	35
7.	Orissa	February 25-29	IMAGE-Bhubaneswar	49
		March 1-5	IMAGE- Bhubaneswar	25

1.7 Workshop on Skill Gap Identification in Agriculture and Non-agriculture Sectors

A two-day workshop was organised on June 1-2, 2007 at ATMA, Vellore, Tamil Nadu, involving the extension functionaries of agriculture and line departments, KVK, FAC chairmen and members, progressive farmers and NGOs. The objective of this workshop was to identify the skill gap existing in the farm and non-farm sectors and promote skill oriented activities to improve income and create additional

employment opportunities in the rural sector. The participants were grouped in five sub-groups based on the areas of expertise, namely, agriculture, animal husbandry, sericulture, farm mechanization and support services required for increasing the income of rural people. These sub-groups have identified skill gaps both in farm and non-farm sectors and prioritized them. Some of these prioritized skills gaps in farm and non-farm sectors have been operationalised as part of the extension reforms during the Kharif season in 2007-08 by the ATMA, Vellore, Tamil Nadu.

2. Agri-Clinics and Agri-Business Centres Scheme

There has been considerable achievement in generation of technologies through a wide network of ICAR organizations, State Agricultural Universities, KVKs and the private sector. However, the challenge lies in transfer of these technologies to the villages to benefit the farmers. Inadequate quality manpower in extension has been the greatest bottleneck in effective extension services delivery, resulting in a wide extension gap. Contrary to this, large numbers of students graduating from agricultural universities have not been finding gainful employment. Hence there is a need for a strategy to make use of this reservoir of unemployed agricultural graduates in delivery of extension services/ extension activities.

2.1 Transforming Job Seekers into Job Providers

The central sector scheme of Agri-Clinics and Agri-Business Centres was launched during 2002 with the objective of creating self employment opportunities for unemployed agricultural graduates to establish Agri-Clinics and Agri-Business Centres in rural areas. This was 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 the National Institute of Agricultural Extension Management (MANAGE) in association with National Bank for Agriculture and Rural development (NABARD). MANAGE provides two months' free residential training in agribusiness to unemployed agriculture graduates in their respective states through a wide network of 61 training organizations covering all the states followed by one year handholding support. NABARD ensures support of banks for the establishment of agri-ventures through start-up loans and disburse back-ended credit-linked subsidy provided by the Government of India. Challenges to the scheme include changing the mindset of unemployed agriculture graduates, their family members and most importantly farmers on the one hand and setting up of agri-ventures in rural areas on the other.

2.2 Salient features of the scheme

Training is imparted to unemployed agriculture graduates in their respective states followed by a one year handholding support in establishing agri-ventures. Startup loan from the banking system with subsidy from Government of India for facilitating successful establishment of agri-ventures is available. Any graduate from agriculture and allied disciplines from a recognized university is eligible to avail the benefits under the scheme. The candidates are selected through a screening process at the training institute level. During the training, candidates are



An Agripreneur at his Agrilclinic and Agribusiness Centre in Sundernagar, Himachal Pradesh

exposed to potential agri-ventures, imparted basic knowledge on agri-enterprise management, facilitated to choose a project based on market survey, to project preparation and submission of the project to the banks. One year post-training handholding support is provided through training institutes to ensure successful establishment of agri-ventures. Start-up loan for the actual project cost with credit-linked back-ended subsidy on capital cost and interest subsidy for the first two years are provided to agripreneurs.

2.3 Progress of the Scheme during 2007-08

During the year 2007-08, MANAGE received 2861 applications. Through the screening procedure, 2742 candidates were selected and have completed the training under the scheme, 377 candidates are undergoing training as on March 31, 2008 and 1039 candidates have established 36 categories of Agri-Clinics and Agri-Business Centres in different parts of the country. Details on training and establishment of agri-ventures, state-wise and activity-wise are as follows:

Progress of Agri-Clinics and Agri-Business Centres Scheme during 2007-2008

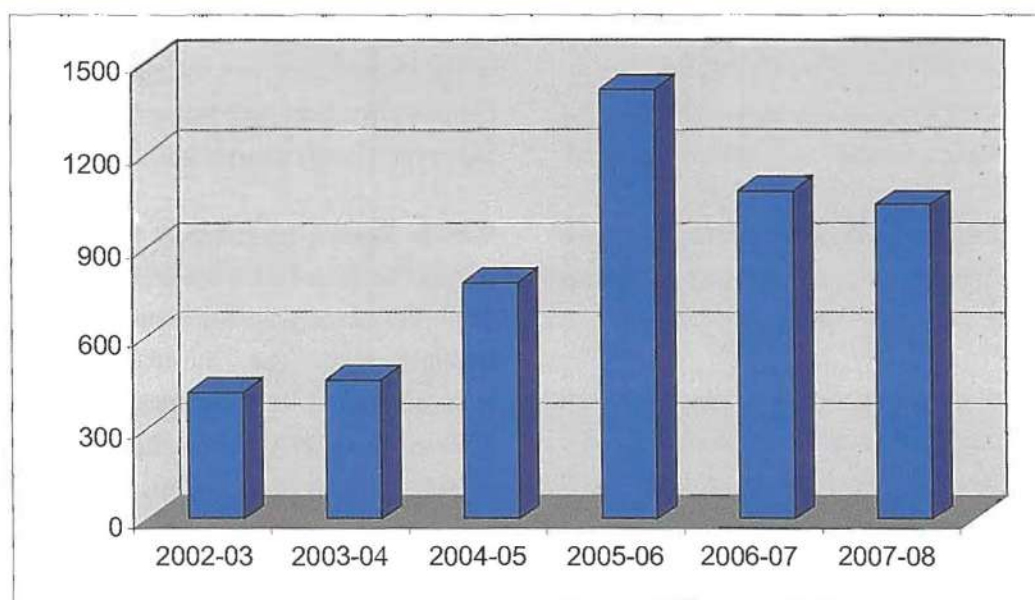
S.No.	Name of the State	No.of Applications Received	No. of Graduates Trained	No.of Agri- ventures established
1.	Andhra Pradesh	81	80	55
2.	Arunachal Pradesh	02	02	01
3.	Assam	68	68	16
4.	Bihar	349	346	176
5.	Chandigarh	0	0	0
6.	Chattisgarh	68	34	0
7.	Delhi	1	1	0
8.	Goa	0	0	0
9.	Gujarat	18	14	0
10.	Haryana	25	27	16
11.	Himachal Pradesh	69	70	41
12.	Jammu & Kashmir	254	258	25
13.	Jharkhand	26	26	14
14.	Karnataka	233	230	63
15.	Kerala	21	0	0
16.	Madhya Pradesh	17	1	13
17.	Maharashtra	504	508	170
18.	Manipur	40	41	23
19.	Meghalaya	1	1	0
20.	Mizoram	33	33	0
21.	Nagaland	54	26	02
22.	Orissa	01	0	0
23.	Pondicherry	10	10	01
24.	Punjab	35	35	25
25.	Rajasthan	164	164	69
26.	Sikkim	0	0	0
27.	Tamil Nadu	186	183	67
28.	Tripura	0	0	0
29.	Uttar Pradesh	578	583	249
30.	Uttaranchal	04	01	12
31.	West Bengal	19	0	01
	Total	2861	2742	1039

Activity-wise categorisation of Agri-ventures established under Agri- Clinics and Agri- Business Centres scheme during 2007-2008

S.No	Name of the Project	Total
1	Agri-Clinics	109
2	Agri-Clinics and Agri-Business Centres	548
4	Animal Feed Unit	04
5	Bio-fertilizer Production and Marketing	04
6	Contract Farming	03
7	Crop Protection Centre	02
8	Cultivation of Medicinal Plants	09
9	Direct Mkt. / Retail Mkt.	10
10	Farm Machinery Unit	20
11	Fisheries Development	17
12	Floriculture	08
13	Organic Manure production	03
14	Horticulture Clinic	01
15	Landscaping + Nursery	07
16	Nursery	29
17	Organic Production/ Food Chain	03
18	Pesticides Production and Marketing	02
20	Fishery Clinic	04
21	Seed Processing and Agri-Business	27
22	Soil Testing Laboratory	03
24	Vegetable Production and Marketing	04
25	Vermicomposting	61
26	Veterinary Clinics	34
27	Crop Production	07
28	Dairy / Poultry / Piggery / Goat etc.	95
30	Rural Godowns	03
31	Agriculture Journalism	01
33	Sericulture	02
34	Mushroom Cultivation	05
35	Value Addition	07
36	Apiary	07
Total :		1039

Overall Progress during 2002-2008

S. No.	Year	No. trained	No. of Agri-ventures established
1.	2002-03	3058	416
2.	2003-04	1110	457
3.	2004-05	2977	783
4.	2005-06	2902	1415
5.	2006-07	3149	1081
6.	2007-08	2742	1039
Total		15938	5191



Year wise establishment of Agri-ventures under the scheme

2.4 Progress of the Scheme in Jammu and Kashmir:

In the Prime Minister's reconstruction package for Jammu and Kashmir, it was announced that 500 candidates would be trained under the scheme. The progress made in the state of Jammu and Kashmir under the scheme is as follows:

1. Training network: MANAGE has identified five training centres in Jammu and Kashmir. Three are in the Kashmir valley and two are in the Jammu region.

2. Training progress: During 2007-08 MANAGE received 254 applications in Jammu and Kashmir and 258 have completed training under the scheme. This includes 04 applicants of the previous year. The total number of candidates trained under the scheme is 515 as on 31 March 2008.

3. Establishment of Agri-ventures: During the year, 25 trained agripreneurs have established agri-ventures in Jammu and Kashmir taking the total number of established agri-ventures to 36.

4. Credit/Loan disbursement: Eighty-nine projects to the tune of Rs. 633.79 lakhs submitted to banks are pending sanction.

Progress in Jammu & Kashmir

Year	No. of candidates trained	No. of Agri-ventures established
2002-03	25	-
2003-04	27	1
2004-05	29	2
2005-06	92	5
2006-07	84	3
2007-08	258	25
Total	515	36

2.5 Progress of the Scheme in North-Eastern States:

A few initiatives have been taken to enhance the progress of the scheme in North-Eastern states. The details are as follows:

1. Training Network: There are five training centres in North East in Assam, Manipur, Nagaland and Mizoram.

2. Training progress: During 2007-08, MANAGE received 198 applications from North-Eastern states while 171 candidates were selected for training through a screening process and were trained.

3. Establishment of Agri-ventures: Forty-two trained agripreneurs have established agri-ventures in the North-Eastern states during the year.

4. Overall Progress: Since the year 2002, 426 candidates have been trained, of which 77 have established agri-ventures. Details are given below.

Progress in North-East

Year	No. of candidates trained	No. of Agri-ventures established
2002-03	32	-
2003-04	63	7
2004-05	25	8
2005-06	44	18
2006-07	91	2
2007-08	171	42
Total	426	77

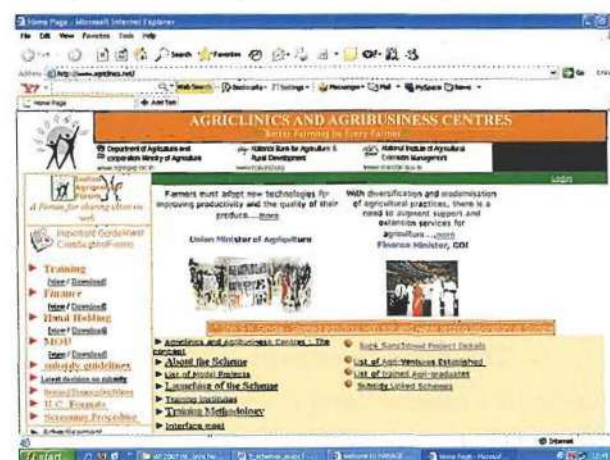
2.6 Other Activities

Screening of Institutes Considering the role of training institutes in conducting effective training programmes, continuity in organizing training, timely submission of utilization certificates, handholding progress, updating pending and sanctioned projects and success rate, 29 training institutes have so far been discontinued from the scheme since 2004. Similarly, considering the spatial distribution of training institutes in states, and the gaps, 19 new training institutes have been added under the scheme.

This initiative resulted in revitalization of the scheme in Jammu and Kashmir, Haryana, Punjab, Himachal Pradesh, North-Eastern states i.e., Assam, Manipur, Mizoram, Nagaland and Jharkhand.

Weekly Review Meetings at MANAGE Seventy-six weekly review meetings of Agri-Clinics and Agri-Business Centres have been conducted at MANAGE, strengthening the monitoring process of implementation of the scheme involving faculty members of MANAGE. Twenty-three weekly review meetings were held during this year.

Information Dissemination on the Web The website at www.agriclinics.net is updated on a weekly basis with respect to details on trained candidates, candidates who have established enterprises, pending and sanctioned projects.



Convergence Efforts have been made to involve agripreneurs in the implementation of National Horticulture Mission as in Bihar.

Industry Interface John Deere Tractors conducted a district level interface with Agri-preneurs of Andhra Pradesh and developed partnership with ATMA, Ahmednagar.

3. Kisan Call Centre

The Department of Agriculture and Cooperation, Ministry of Agriculture, Government of India launched Kisan Call Centres on January 21, 2004 across the country to deliver extension services to the farming community. Farmers from anywhere in India can call to the **toll free telephone number 1551** and get answers to their queries from experts in the local language. The purpose of these call centres is to respond to issues raised by farmers, instantly, in the local language. These Kisan Call Centers are handling queries from all parts of the country and providing farmers information and advisory support, relating to technical and farm management issues including marketing information. Queries related to agriculture and allied sectors are being addressed through these centres by Subject Matter Specialists from the State Agricultural University and the concerned State Departments.

3.1 Operational Mechanism

The Kisan Call Centre operates at three levels. Level-I is operated by graduates in Agriculture/

Animal Husbandry, with a rural background and an ability to speak in the 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 Vigyan 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 to and answered by Level-II. Level-III operates 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/email/fax/ telephone etc., within 72 hours of receipt of the question. The Level-III Nodal Office is also responsible for organizing training programmes for Level-I and Level-II. There is a State-level Steering Committee, chaired by the Principal Secretary of Agriculture of the state concerned. The



Kisan Call Centre - A farmer availing the service

members of the Committee include Heads of Departments of Agriculture, Horticulture, Animal Husbandry, Agricultural Marketing and Director of Extension of the State Agricultural University. The nodal officer from the Level-III institute is the Member Secretary for the Committee.

There are eight institutions at Level-II in Andhra Pradesh, which include the Agricultural Technology Information Centre (ATIC) located in Acharya NG Ranga Agricultural University, Directorate of Agriculture, State Departments of Agricultural Marketing, Horticulture, Animal Husbandry, Fisheries, Directorate of Rice Research and MANAGE.

3.2 MANAGE: Role and Interventions

MANAGE is the Level-III Nodal Institution

designated by Ministry of Agriculture to coordinate the Call Center activities in the State of Andhra Pradesh. MANAGE is also a Level-II centre 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 the state. It organizes training for Level-I and Level-II experts and sends monthly reports to the Directorate of Extension, Ministry of Agriculture, Government of India. MANAGE has organized three meetings of the State Level Monitoring Committee during the last three years.

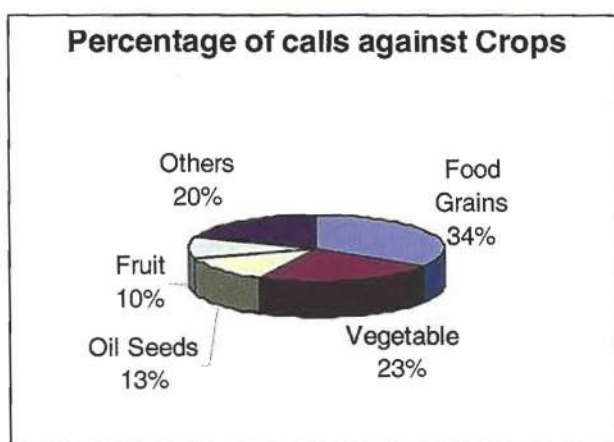
Calls received by the Kisan Call Centres in Andhra Pradesh during the year from April 2007 to March 2008 are as follows:

Months	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Calls	985	865	826	972	663	1025	1331	1936	2154	950	843	1751	14301

Average Calls per Month: 1192

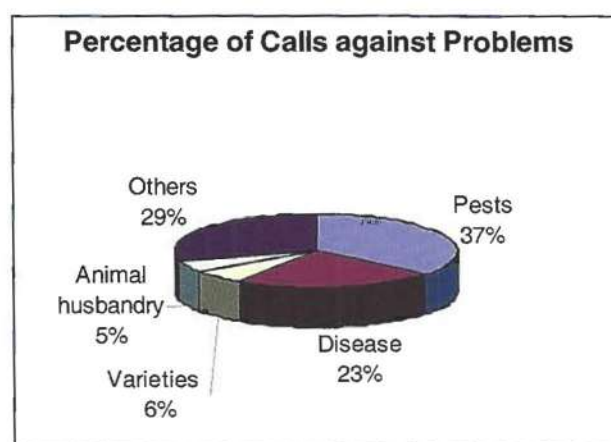
Average Calls per Day: 40

Crop-wise Calls



During the period, calls on food grains were the highest at 34%, followed by vegetables at 23%.

Problem-wise Calls



Calls relating to queries on pests and diseases accounted for 37% and 23% respectively, in the problem-type category for the above period.

6

Management Education Programmes

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

Genesis

The policy of economic reforms implemented through liberalization, privatization and globalization have transformed agriculture into an increasingly commercialized, market-driven activity. It also has encouraged a large number of agribusiness companies to foray in the field of technology, banking, insurance, production, retailing, trading and services.

To give impetus to this policy initiative, the Government of India has taken up programmes related to reforms in marketing and extension and pushed the concepts like public-private partnership and farmers' partnerships, gender equity etc. In order to encourage the speedy implementation of these programmes and schemes, the mission approach is adopted in sectors like oilseeds, horticulture and food security etc. Besides, the Government of India is encouraging agro-processing activities through Special Economic Zones (SEZ) and by establishing

Technology Park for agro-processing in different parts of the country.

This transformation of Indian agriculture into agribusiness calls for introduction of professional management in this sector. To realise this potential and to bring about the needed change, competent manpower is the first requirement. The non-availability of skilled and competent manpower at various levels has impeded the expected growth in this sector. It has been found that technically qualified fresh agriculture graduates find it difficult to handle managerial tasks in agribusiness companies.

To augment the shortage of techno-managerial manpower in the agriculture sector, MANAGE took a pioneering initiative and launched a two-year full time, residential Post-Graduate Diploma in Agribusiness Management in 1996, on a self supporting model. The programme is recognized by the All India Council for Technical Education (AICTE) and is accredited by the National Board of Accreditation (NBA) for its quality standards. AICTE



has approved an intake of 60 students, of which 35 are inducted at MANAGE and the remaining 25 at NIAM, Jaipur, as a sub centre of MANAGE. The AICTE has approved the increase in intake to 100 students from 2008-09 onwards. The business magazine "Outlook" in their survey of B-Schools has placed MANAGE at the 3rd place among Sectoral Business Schools (*Outlook C-fare Survey 2007*).

The programme aims at preparing business leaders and techno-managers for careers in management related to Agriculture, Food, Agribusiness, Agri-banking, Retailing, Rural and allied sectors, making this course sector-specific compared to other general management programmes.

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;
- to equip students with adequate knowledge, skills and attitude for managerial decision-making in the Agribusiness sector;
- to encourage entrepreneurial spirit and also make them effective catalysts of change in agriculture.

Programme Design

The programme is designed as per the needs of the various segments of the agribusiness sector and 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 Agribusiness 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 Agribusiness, Food Retailing, Micro-Finance, Rural Credit and Agri-Finance & Banking etc.

In order to provide practical field experience to the students, the fourth trimester is devoted to summer internship during which the students take up an assignment given by Agribusiness companies. This is expected to help the students to refine their knowledge and sharpen their 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 by faculty members of MANAGE.

Programme Monitoring and Management

For effective management of the programme, the 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 the Academic Committee, the Examination Committee and the Appeal Committee.

Admission Process

Graduates in Agriculture and allied sciences, from any Agricultural University or Institution recognized by the ICAR/UGC are eligible for admission into the programme. A rigorous, multi-stage selection procedure including an admission test followed by group discussion and interview is adopted for entry into the programme.

From the year 2007-08, MANAGE has introduced the Optical Mark Reader (OMR) sheet and booklet for entrance test at the first phase selection process. The first phase tests the knowledge of the students through **Knowledge of Agricultural Technology (KAT)** which includes the subjects, viz., Agriculture, Agricultural Engineering, Animal Husbandry and Veterinary Science, Fisheries, Food Sciences, Forestry, Horticulture, Crop Production and Protection. The second phase covers **Management Aptitude Test (MAT)** which includes Quantitative aptitude, Statistics, Reasoning and Proficiency in English. The All India Admission test for selection to the 2008-10 batch was conducted on February 10,

2008, at 15 centres across the country.

Four institutions, viz., the National Institute of Agricultural Marketing (NIAM), Jaipur, Indian Institute of Plantation Management (IIPM), Bangalore, MITCON Institute of Management, Pune and Centre for Agri-management, Department of Business Administration, Utkal University, Bhubaneswar, also participated in the admission test for drawing students for similar P.G. programmes at their institutes. A total of 2022 candidates appeared for the MANAGE admission test. The results of the test were announced on February 29th, 2008 and 268 candidates qualified for the second phase of the selection process.

The second phase selection process was conducted at MANAGE from March 10th to 18th, 2008. The first list of selected and waitlisted candidates for admission to the two-year PGPABM and one-year PGPAWASCM was notified on March 20, 2008.

Summer Internship 2007-09 Batch

The process for offering summer internship to the students of PGPABM 2007-09 batch was completed in February, 2008, and the following companies have offered summer projects to the students:-

1. Advanta India Limited.
2. Aditya Birla Retail India Limited.
3. BASF India Limited.
4. Britannia Industries Limited.
5. Coromandel Fertilizer Limited.
6. Cargill India Pvt Ltd.
7. E.I. Dupont.
8. Glencore Grain India Limited.
9. Green Port Infrastructure Ltd (Indu Group)
10. ITC Limited.
11. JK Agri Genetics Ltd.
12. Metahelix Life Sciences.
13. Monsanto India Limited.
14. Nandan Biomatrix.
15. Yes Bank Limited.

Besides, the students also participated in several field projects during the study as a part of course work.

Village Visit

A village visit has been built into the programme from the year 2006 to realize the following objectives.

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

As part of this programme, students of 2006-08 batch stayed in villages, in the districts of West Godavari in Andhra Pradesh, Bidar in Karnataka and Solapur in Maharashtra during March 17-30, 2008.



Students interacting with the farming community during the village visit programme

Interaction with Academicians and Business Leaders

MANAGE invites eminent persons from the industry and academia to interact with the students. During the reported academic year, the academicians and senior business executives interacted with the students as part of the industry interface.

1. Mr. R.Hariharan, General Manager, Ballarpur Industries Limited, and Mr Dharmendra Kumar Daukia, Dy General Manager visited MANAGE on September 11, 2007 and delivered a lecture on "Issues Related with Raw Material Procurement in Paper Industry".
2. Mr. D. Chattanathan, Deputy General Manager (Commodities), ICICI Bank, Mumbai visited MANAGE on September 14, 2007 and delivered a lecture on "Structured Commodity Finance".
3. Mr. Amalorpavanathan, General Manager and Mr.S.K.Bhatnagar, Dy. General Manager, NABARD, Hyderabad visited MANAGE and delivered a lecture on "Entrepreneurship Development in Agri-Business" on September 19, 2007.
4. Mr. Lalit Kumar Mishra, General Manager (Integrated Poultry Business-south) Godrej Agrovet Limited visited MANAGE on August 11, 2007 and delivered a lecture on "Emerging Issues in Poultry Business".
5. Mr Nikhil Sharma, Consultant from Marketing and Research Team (MART), a leading market research company, delivered a lecture on "Rural Marketing: Present Scenario and Emerging Opportunities" on October 11, 2007.
6. Mr. P.S. Dravid, President and CEO, JK Agri Genetics Limited delivered a guest lecture titled "Seed Industry - Managerial Issues and

Challenges" on November 2, 2007.

7. Mr. Surya Srinivas, Zonal Manager, Mr. Sai Baba, Member Technical Support Team and Zonal Manager from Jain Irrigation Systems Ltd made a presentation on "Micro Irrigation – New initiatives for Developing Irrigation Potential" on December 13, 2007.
8. Mr. Gopi Krishna, Assistant Vice President of Yes Bank gave an informative presentation on Carbon Credits in relation to Agriculture on December 14, 2007.
9. Mr. S. Balaji, Director and Mr. G. Venkatasubramaiaam, Associate Head, Agro Food Parks from Green Port Infrastructure Ltd (Indu Group) visited MANAGE on December 28, 2007 and gave presentation on "Indian Agribusiness infrastructure current scenario and prospects".

Participation in Seminars

A paper on "Micro finance as a valuable business proposition" by two students of MANAGE was invited for presentation in an International Research Seminar "Brand India" organized by Yale University of USA at Great Lakes Institute, Chennai.

A special seminar on "Shaping the future", sponsored by BASF India Ltd., under corporate social responsibilities of the company was organized for the students of PGPABM and PGPAWASCM on January 12, 2008 at MANAGE. The seminar aimed to sensitize students to fight the wide spread corruption in society. The students of MANAGE took active part in the discussion.

Participation in Competitions

The students of MANAGE have excelled in extra curricular activities as well and participated in competitions organized by various business schools

and won prizes in the following competitions.

1. First prize in “NEETI – Business - plan contest” in Management Fest “PRAYAAG” organized by Jamnalal Bajaj Institute of Management Studies, Mumbai.
2. Two teams from MANAGE (among 36 teams) were selected in a regional competition held at Hyderabad for the finals of an annual quiz competition organized by National Thermal Power Corporation (NTPC) at New Delhi. A team from PGPABM 2006-08 batch was declared second runner up at the national level.
3. A student of PGPABM (2006-08 batch) was declared first in “Q to Quitties - exit interview strategy by HR” and second in “Towards the society - B-plan contest”. In the same programme another team of two students of PGPABM (2006-08 batch) won the first prize in “Bull the bear” event-on-line trading in the stock market at a state level management fest organized by the School of Management Studies, Jawaharlal Nehru Technological University (JNTU) Hyderabad.
4. The students won the second prize in an advertisement game “Ad Blitz” organized by ICFAI Business School (IBS), Hyderabad.
5. Second prize in “Adversaries”, an advertisement game organized by Vigyan Jyothi Institute of Management, Hyderabad.
6. Second prize with a cash award of Rs.30,000/- in the event, “Commodity Trade On-line” under the annual business management fest “AMETHON – 2008”, organized by the Indian Institute of Management, Ahemadabad (IIM, A).
7. Second prize with a cash award of Rs.25,000/- in “Online Strategic Management” under annual business management fest “Back

waters – 2008”, organized by the Indian Institute of Management, Kozikode (IIM-K).

Final Placement

Since the beginning, this programme has achieved the distinction of 100% compus placements. For the batch 2006-08 the final placement was organized during the first week of January, 2008, and completed within 3 days. The students were selected by ten companies engaged in areas like input, procurement, marketing, banking, bio-fuels, food processing and retailing. The average package was 7.26 lakh CTC. The companies which recruited MANAGE students are given here:

S.No	Name of the company
1	Aditya Birla Retail India Limited*
2	Britania Industries Limited
3	HDFC Bank
4	ICICI Bank
5	Indian Oil Corporation Limited*
6	ITC Limited
7	Kotak Mahindra Bank
8	Monsanto India Limited
9	Nandan Biomatrix Limited*
10	Yes Bank

* New companies

Institutional Collaboration

As part of institutional collaboration, MANAGE shared its experiences with the University of Agricultural Sciences (UAS), Bangalore, in running its recently initiated management education programme. The UAS, Bangalore has started a two year post- graduate programme in agribusiness management under the Department of Agricultural Marketing, Cooperation and Business Management.

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

The one-year Post-Graduate Programme in Agri-Warehousing and Supply Chain Management (PGP-AWASCM) was launched in the year 2004-05, in order to meet the growing need of the agri business sector. Subsistence agriculture is slowly but steadily shifting to commercial agriculture and, therefore, value addition at each stage of the agri value chain would result in the overall growth in the agriculture sector. To realize this and make techno-managerial manpower available, an innovative Programme on Agri- Warehousing and Supply Chain Management was launched by MANAGE to capture the latest trends and developments in the field of warehousing, supply chain and logistics management, procurement management and retailing etc. The candidates with a degree in agriculture and allied sciences are inducted in this programme through a rigorous selection process on all India basis.

Objective

The overall objective of the programme is to improve the knowledge level and skill set of the students in agri warehousing and supply chain

management. The specific objectives are:

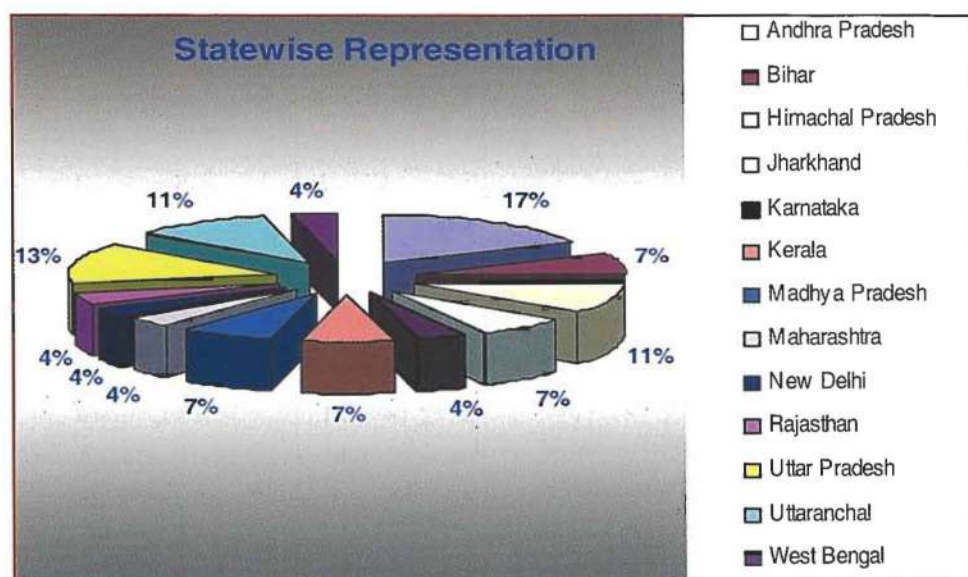
- to develop a general understanding about the Agri-business sector, its challenges and opportunities in the changing perspective
- to develop managerial and analytical ability among Agriculture graduates to add value in the agriculture sector
- to develop decision making capability of Agriculture graduates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

Profile of the Students

In the fourth batch of 2007-08, 28 students have been enrolled, drawn from thirteen States. The state-wise representation is given in the figure below:

Programme Design

This Programme is divided into four trimesters, each of three months' duration with a total of 57 credits. The first, second and fourth trimesters are completely devoted to classroom teaching, assignments, short field projects and presentations etc. whereas the third trimester is allotted for the long term field project (winter project) with a 10 credit load. The first, second and fourth trimester course details are as follows:



Trimester-I

Basic Financial Accounting
Basic Computer Skills
Basic Communication and Presentation Skills
Principles of General Management
Organizational Behavior
Quantitative Aids for Agri-Business
Principles of Marketing Management
Management Information System
Marketing Research
Project Planning and Management
Managerial Economics

Trimester – II

Procurement Management
Supply Chain Management
Logistics Management
Retail Management
Banking and Micro Finance
Commodity Trading Futures
& Options
Agri-Warehousing Management

Trimester-III

Field / Winter Project with the companies

Trimester-IV

Procurement Management
Commodity Trading and Futures and
Options
Retail Management
Supply Chain Management
Logistics Management
IT in Supply Chain and Supply Chain
Modeling
Banking and Micro Finance
Customer Relationship Management
Risk Management in Agri Business
Post Harvest Management



AWASCM class in progress

Industry Internship

Each student takes up an individual project during the third trimester. These winter projects are assigned by companies and completed by the students under the guidance of supervisors from the company. The companies which offered the internship for the year 2007-08 are given below:

S.No Name of the company

- 1 Adani Agri Fresh Ltd.
- 2 Coromandel Fertilizers Ltd.
- 3 HDFC Bank
- 4 ICICI Bank
- 5 Indo American Hybrid Seeds
- 6 Multi Commodity Exchange of India Ltd.
- 7 National Bulk Handling Corporation of India Ltd.
- 8 YES Bank

An indicative list of the areas in which the projects were completed by the students is given here:

- i) Feasibility Study on Integrated Food Parks
- ii) Potential of Retailing and Establishment of Retail Stores for Agricultural Inputs
- iii) Forecasting of Demand and Supply to establish Warehousing for Agri-Commodities
- iv) Contract Farming and other Options to Cultivators for Commercial Crops
- v) Status Report on Seed Sector
- vi) Developing physical, financial and

technical parameters for establishing Godowns

- vii) Study of Agricultural Commodities vis-à-vis Future Markets.

Field Project

In addition, the students of the PGP-AWASCM 2007-08 batch have also completed a field project for YES Bank on Integrated Agro Food Parks in Andhra Pradesh. The presentations made by the students were well received by the Bank.

Placements

The final placement of the students began on January 02, 2008 and was completed on January 05, 2008 with the successful placement of all the 28 students. The companies which offered placements are as follows:

S.No Name of the company

- 1 Axis Bank (P) Ltd.
- 2 Coromandel Fertilizers and Chemicals Ltd.
- 3 Green Port India Ltd.
- 4 Heritage Foods Ltd.
- 5 ICICI Bank Ltd.
- 6 JK Agri Genetics Ltd.
- 7 Kotak Mahindra Bank Ltd.
- 8 Nataraj Agri Ventures (P) Ltd.
- 9 National Bulk Handling Corporation
- 10 National Collateral Management Services Ltd.
- 11 Nuziveedu Seeds Ltd.

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

The National Agricultural Policy and the Tenth Plan Approach Paper have stressed the need for reforms in agricultural extension in the country. According to the Policy Framework for Agricultural Extension of the Ministry of Agriculture, Government of India, "there is growing recognition that public extension by itself cannot meet the specific needs of various regions and different classes of farmers. The new extension regime recognizes the role of a multi-agency dispensation comprising different strengths.....". The three arms of the agricultural extension network are: Public Extension Services; Private Extension Services including Community-Based Organizations, Para Extension Workers, Agri-Clinics and Agri-businesses, Input Suppliers/Dealers, Corporate Sector and Mass media and Information Technology.

Among all, the Input Dealers are larger in number and spread even in the interior areas of the country. A majority of the farmers approach input dealers for their requirements of inputs, credit etc.

There is a large network of about 2.82 lakh Agri-Input Dealers in the Country, who are an important source of farm information to the farming community. Nearly 90% of the Agri-Input Dealers operating in our country do not have any formal Agricultural education, which often makes it difficult for them to understand and explain technical aspects to the farmers. They seldom realize the implication of "Laws" related to handling Agricultural Inputs. They are basically businessmen and know about different market forces. If they are adequately equipped and transformed as para-professionals by providing the required knowledge, they can make a valuable contribution and thereby bring in a paradigm shift in Indian Agriculture.

MANAGE designed the Diploma in Agricultural Extension Services for Input Dealers (DAESI) - a one-year diploma course which imparts formal agricultural education to the dealers so that they can couple their business with extension services besides conforming to regulatory responsibilities. The mission of the programme is to transform input dealers into para-professionals and enable them to serve the farmers better. The Programme was pilot tested during 2003 and has expanded subsequently.



Inauguration of the DAESI programme in Guntur

Objectives of the Programme

- 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 the village level (one stop shop) for the farmers / farm women.

Methodology

This one-year programme is organized along the Distance Education mode with classroom interactions and field visits on every Sunday (market holiday) for 48 Sundays. Study material is supplied, multi-media instructional devices are used and experts in the field are invited as Resource Persons. The course is offered with lectures coupled with practicals.

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

Content

- 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 all crops being grown in the district, including horticultural crops, vegetable crops, floriculture, Farm Mechanization etc., were included in the course.
- A few lectures on Extension Education, Extension Methods, diffusion and adoption of innovation, Role of Mass Media etc., were included to improve communication skills.
- Attention has also been given for individual development, with coverage of topics like importance of meditation for mind control and thought process,



DAESI programme inauguration in Bhimavaram



Input Dealers on a Field Visit

Business Principles, Business Ethics and general topics like National Integration, Liberalization, Globalization, WTO regime etc.

- To enable them to discharge regulatory responsibilities enjoined on them, laws related to Agricultural Inputs, E.C.Act, Consumer Protection Act, Limitation Act, Civil Procedure Code (C.P.C) and Criminal Procedure Code (Cr.P.C.) etc. were dealt with at length.

important insect pests and the damage symptoms caused by insects, diseases and nutrient deficiencies, appropriately coloured is also maintained.)

- six bi-monthly objective quiz tests for evaluating classroom performance
- half-yearly and annual examinations
- conducting a final practical examination consisting of skill demonstration, spotting, and a viva-voce.

Evaluation

Evaluation for assessing the performance of the participants is done on the basis of:

- a practical record book maintained by each candidate for all the practical classes (A record of drawings and sketches of

The candidate should have 80% of attendance and should obtain 40% of marks for awarding the diploma.

The course is run on a self-financing basis with a course fee of Rs.20,000/- charged from the trainees. Details of enrollment in the programme since launching are:

S.No.	State	Year-wise number of dealers enrolled for diploma					Total
		2003-04	2004-05	2005-06	2006-07	2007-08	
1.	Andhra Pradesh	46	101	231	489	483	1350
2.	Tamil Nadu*	0	0	16	24	23	63
3.	Maharashtra*	0	0	0	16	20	36
4.	Karnataka*	0	0	0	0	23	23
	Grand Total	46	101	247	529	549	1510

* Course is in collaboration with TNAU, Coimbatore, MITCON, Pune and UAS, Bangalore, respectively.

4. Post-Graduate Diploma in Agricultural Extension Management (PGDAEM)

There has been a shift in focus from subsistence to commercial agriculture thereby increasing the farmers' need for advanced technologies. The demand on the public extension system for dissemination of up-to-date technology called for upgradation of both technical and extension skills of extension functionaries. The present day extension functionaries performing multifarious activities besides extension work are not adequately equipped to shoulder the responsibility for effective delivery of agriculture information.

In order to professionalize the public extension service for effective delivery of extension services, a Post-Graduate Diploma in Agricultural Extension Management (PGDAEM) was launched on 27th September, 2007. It is sponsored by the Department of Agriculture and Cooperation, Ministry of

Agriculture, Government of India. The programme would cover the extension personnel from the districts where Agriculture Technology Management Agency (ATMA) has been established and functioning. It is expected that the diploma holders would form a professional cadre of farm advisors to take forward the agenda of agricultural extension.

Course Objectives:

- to enhance the techno-managerial competence of extension functionaries
- to acquaint the extension functionaries on the latest developments in the field of agriculture and allied sectors
- to equip the extension functionaries in the latest tools and techniques for participatory decision making and
- to develop an insight into various extension models to enrich the agri-value chain.



Launching of PGDAEM by Dr. P.K.Mishra (2nd from right), Secretary , Agriculture, Department of Agriculture and Cooperation, Ministry of Agriculture

Course Modules

Semester-I

Course 101: Introduction to Agricultural Extension Management (4 credits)

Course 102: Communication and Diffusion of Agricultural Innovations (3 Credits)

Course 103: Principles and Practices of Extension Management (3 credits)

Course 104: Participatory Approaches in Agricultural Extension (2 Credits)

Course 105: Research Methods in Agricultural Extension (2 Credits)

Semester-II

Course 201 : Market-led Extension (4 Credits)

Course 202 : Agri-Business and Entrepreneurship Development (3 Credits)

Course 203 : Project Management in Agricultural Extension (2 Credits)

Course 204 : Information and Communication Technologies for Agricultural Development (3 Credits)

Elective Course 205 A: Sustainable Agricultural Development (3 Credits)

Elective Course 205 B: Sustainable Livestock Development (3 Credits)

Elective Course 205 C: Sustainable Fisheries Development (3 Credits)

Course 206: Project work (3 Credits)

The programme is open for extension functionaries of the agriculture and line departments employed in the State / Central / UTs sponsored by the ATMA. The course fee is Rs. 15000/- per candidate and the fee is made available as part of funding for SEWP. The duration of the programme is of one year, spread over two semesters with a thirty-two credit load. In each semester, contact classes for a period of five days would be held at SAMETI / an identified institute within the State. The programme is conducted in the distance learning mode, supported by printed study material, contact classes, provision of e-content and assignments. The candidate is required to complete one assignment in each course in a semester.

During the period under report, a one-day workshop with the faculty of MANAGE was organized and the course module was finalized by incorporating the suggestions of the faculty members. A brochure has been developed on the programme need, objectives, methodology, delivery mechanism, program evaluation and programme modules. The

programme will be imparted in two semesters consisting of five courses in each semester including an elective course in second semester and project work. The printed brochures have been sent to State Nodal Officers, Directors of SAMETIs, Directors of Agriculture, Horticulture, Fisheries, Sericulture, Animal Husbandry besides Project Directors and District Collectors of all the ATMA districts spread across the country for nominations.

A total of 1640 candidates from all over the country have enrolled for the year 2007-08 for the PGDAEM programme and they represent 22 states viz., Andhra Pradesh, Assam, Bihar, Chattisgarh, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Manipur, Orissa, Pondicherry, Punjab, Rajasthan, Sikkim, Tripura, Uttar Pradesh, Uttarakhand and West Bengal. The candidates have been enrolled from departments of Agriculture, Horticulture, Animal husbandry, Sericulture, Fisheries, State Agricultural Universities, KVKs, and Cooperatives etc. A database

has been developed for maintaining the individual profile of the candidates. The database will provide specific reports on state, district, department, category, gender, age, qualification, experience, etc. Applications were scrutinized and admission letters to all the eligible candidates have been issued.

MANAGE has developed the study material for all the five courses of first semester by involving 29 subject matter specialists including senior faculty of MANAGE. The study material consists of 52 units grouped under 12 blocks based on the theme. The self learning material was printed and dispatched to all the enrolled candidates.

Guidelines for conducting contact classes and writing assignments were developed. Assignments constitute an important component of each course evaluation. Candidates have to complete one assignment for each course in every semester. The main objectives of the assignment are:

- to have further understanding of the theories and concepts covered in the course
- to have an in-depth analysis and synthesis on the subject
- to help relate the theoretical inputs to field and job situation. Hence, the assignment topics for all the five subjects were prepared and sent along with guidelines.

Contact classes for the first semester courses were organized for a period of five days during February and March in 2008 across 22 states with the coordination of SAMETIs. The purpose of organizing face-to-face contact classes between the learners and their tutors/counselors is to give overall orientation about the course, conceptual clarity on the key concepts of the course, an understanding of some of the complex concepts/themes/ideas, clarify doubts and overcome academic difficulties of the candidates. Contact classes are also intended as providing an opportunity to meet fellow candidates to get mutual help for academic purposes. It was organized in 28 batches.

The first semester Examination is scheduled from 20th May to 24th May, 2008. The guidelines for conduct of examination have been prepared and communicated to all the states for smooth conduct of the examination.

Provision has been made to download the admission letters, course material, assignment topics, time table for the examination and guidelines from the MANAGE website www.manage.gov.in

Preparation of the second semester study material is also in progress. Considering the request received from Hindi regions, the translation of all the study material of first semester courses into Hindi has been initiated and is under progress.

7

Information, Documentation and Publications

Information Resources

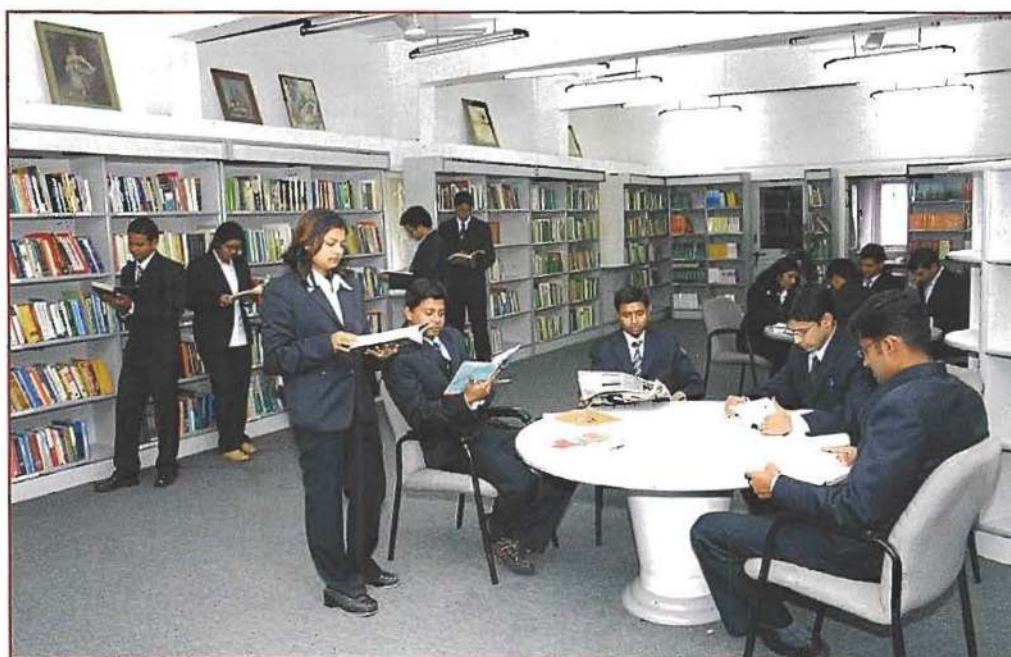
MANAGE Library has a rich collection of books, journals, reports, bound volumes of journals and magazines, videocassettes, bibliographical CD-ROM databases, multimedia CD-ROMs and on-line databases. A valuable collection of 12,117 books in diverse subject areas such as agricultural extension, management, marketing, agricultural economics, research methodology, project management, natural resource management, participatory approaches, human resource development, gender, agribusiness, trade, information technology etc. makes up the information resource base of the library. The collection includes important national and international reports, handbooks, directories, encyclopedias, bound volumes of journals and a variety of reference books in the field of agriculture and allied areas. The library receives 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 national and international organizations.

During the year 2006-07, a total number of 175 books relevant for programmes of MANAGE were added to the collection and 73 important journals were subscribed. Emphasis has been on developing a collection of case studies on areas of interest to research, consultancy and educational programmes at MANAGE.

Electronic Databases

Databases form an important source of information in the digital age. MANAGE Library subscribes to some of the important databases in the area of agriculture and allied subjects, business and trade. These include: *Indian Harvest*, *India Trades*, *PROWESS*, and *India Stats* (online database).

Indian Harvest is a database of crops cultivated in India, and provides detailed data on area, production, yield, agricultural inputs and output, prices of agricultural commodities, etc.; *India Trades* presents India's foreign trade statistics and other trade related data; *PROWESS* is a database of Indian companies; *India Stats* is an online database giving access to statistics on India.





Library Computerization

Library activities have been automated using LIBSYS – a library management software and the database of books and journal articles can be accessed through the On-line Public Access Catalogue (OPAC) on the Local Area Network. Cataloguing of books, indexing and abstracting of journal articles and circulation of books are computerized. Development of a database of the books and research articles scanned from current literature is an on-going activity. The library brings out information and documentation services such as bibliographies, list of new books, 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 resources are also offered. The Article Alert service lists important articles, on areas of interest at MANAGE, scanned from current journals received in the Library. Six issues were circulated during the period covering 400 articles.

Publications

MANAGE brings out a half-yearly journal, **MANAGE Extension Research Review (MERR)**, devoted to dissemination of knowledge in the field of agricultural extension management. The content includes research articles in the field of agricultural extension management and topics related to agricultural development. During 2006-07, two issues of MANAGE Extension Research Review Vol. VII

Nos. 1 & 2 were published. The copies of the journal have been distributed among policymakers, senior administrators, scientists and officials connected with agriculture and extension management. Three issues of the MANAGE Bulletin - a newsletter were published and distributed.

MANAGE on the Web

MANAGE provides access to information on its programmes and projects through its website. This is also a gateway to world agricultural information resources. The MANAGE Website at www.manage.gov.in gives the latest information on the mission, functions, current training programmes, projects, and publications of MANAGE. There are links to important websites, databases, electronic journals, library catalogues and discussion forums etc. The reading material of the Post-Graduate Programme on Agricultural Extension Management (PGDAEM) has been hosted on the website for the benefit of the candidates undergoing the programme.

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. There is a videoconferencing facility to facilitate communication with 43 nodal institutions under the NATP, Agri-Clinics and Agri-Business Centres Scheme and other institutions.

Interlibrary Loan Agreement with the Library at Cornell University

MANAGE has a reciprocal Interlibrary loan agreement with Albert R. Mann Library, Cornell University, Ithaca, New York, for exchange of reading material including copies of journal articles, book chapters etc.

8

Promotion of Official Language

During the year, efforts were made for promotion of the official language in MANAGE. Regular meetings of MANAGE Official Language Implementation Committee were conducted to decide the activities to be taken up for promoting use of the official language in the Institute. Two quarterly meetings and one half-yearly meeting were conducted during the period under report. Progress reports are periodically sent to the Department of Official Language, Ministry of Agriculture; Department of Official Language, South Block, Bangalore.

To acquire working knowledge in Hindi under the Hindi Teaching Scheme of the Ministry of Home Affairs, eight staff members appeared for *Pragya* class and two staff members appeared for *Praveen* during May, 2007. All the candidates have passed the examination.

A new initiative was taken to improve communication in Hindi among non-Hindi speaking employees of the institute by observing the “Hindi Speaking Day” on June 26, 2007.

To refresh the acquired knowledge of the Official Language, a workshop was organized on “Improving language ability in Hindi”. A workshop on “Administration and Accounts terminology and translation in Hindi” was organized for the staff members of the Institute to upgrade the use of the language in day-to-day official work.

The Hindi Week was organized during September 11 to 17, 2007 in the Institute. The Hindi

Day was celebrated on the last day of the Hindi Week i.e. on 17-09-2007 as part of the event. Competitions in essay writing, debates, etc. were organized for the staff. As a part of the Hindi Week, a glossary of agricultural terminology was prepared and hosted on the Hindi page of the MANAGE web site. Simultaneously, a list of commonly used administrative terms and phrases in Hindi was prepared and circulated among the faculty/ officers and staff of MANAGE for their reference and use.

The Annual Report and Annual Accounts for the year 2006-2007 were prepared in a bilingual format and submitted to the Executive Council and General Council.

Apart from regular translations, as an attempt to provide training material in Hindi for easy understanding of the participants, powerpoint presentations were prepared in Hindi for the training programmes organized in Rajasthan on Watersheds.

Content in Hindi is regularly updated on the MANAGE website. Information regarding the PGDAEM programme including the brochure, application form and guidelines for writing assignments has been prepared in bilingual form and uploaded on the MANAGE website. As the enrolled candidates for PGDAEM are drawn from 22 states of the country, it was felt necessary to prepare the study material of PGDAEM in Hindi. Hence an initiative has been taken to translate the study material into Hindi and the work is in progress.

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

The General Council exercises overall control and issues directions for the efficient management and administration of the affairs of MANAGE, approval of the annual budget, annual report and framing of Rules and Regulations of MANAGE. 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, Government of India as its Chairman. The composition of the Executive Council may be seen at Annexure – II.

Subject to the overall control and directions by 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 Government of India is the Chief Executive and is responsible for the smooth and proper functioning of the Institution. 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 twenty-three members with four Directors, five Deputy Directors, six

Assistant Directors, six Research Associates, one Computer Programmer and one Documentation Assistant. The profile of the faculty and officers is given at Annexure – III.

Administration and Accounts

The Director General is supported by a Deputy Director (Admn.) to look after establishment and administration and an Assistant Accounts Officer for looking after finance and accounts with the support of Office Superintendents, a Senior Accountant, Junior Accountants and other staff.

Engineering Support

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

Funds

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

Financial Position

The Financial Accounts for the year 2007-08 have been prepared and audited by the Accountant General, A.P.

Meetings

The following meetings were held during the period under report:

- The 56th Meeting of the Executive Council held on 27-09-2007 at Krishi Bhawan, New Delhi
- The 34th Meeting of General Council held on 04-05-2007 at Krishi Bhawan, New Delhi
- The 35th Meeting of General Council and the Annual General Meeting of the General Council for the year 2007-08 held on 06-02-2008 at Krishi Bhawan, New Delhi.

ANNEXURES

Composition of General Council of MANAGE (as on 31/03/2008)

Rule No.	Composition of General Council	S.No	Name & Address of the Member
i	President of MANAGE: The Minister In-charge of the Ministry / Department, Government of India dealing with MANAGE.	1	Shri Sharad Pawar Hon'ble Union Minister for Agriculture Ministry of Agriculture, Krishi Bhawan, New Delhi – 110 001
ii	Two Vice-Presidents of MANAGE: The Minister of State (A&C) and Secretary, Department of Agriculture & Cooperation, Ministry of Agriculture.	2	Shri Kantilal Bhuria Hon'ble Minister of State for Agriculture Ministry of Agriculture Krishi Bhawan, New Delhi – 110 001
iii	Four persons from non-official Institutions in India working in Agricultural Development and Allied fields - To be nominated by the President of MANAGE as members	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
		4	Dr (Smt) Vidya Yeravdekar Joint Director Symbiosis Institute Senapati Bapat Road, Pune - 411 004 Date of Nomination 27.4.2007 Tenure up to: 26.4.2010
		5	Smt. T.Saritha Reddy W/o. Shri T.V. Sandeep Reddy R/o. House No. 179, Road No.3, Banjara Hills Hyderabad – 500 034 Date of Nomination 27.4.2007 Tenure up to: 26.4.2010
		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 Date of Nomination: 12/9/2005 Tenure up to : 11/ 9/2008

Rule No.	Composition of General Council	S.No	Name & Address of the Member
		9	Shri Gokul Patnaik T-9, Ist Floor, Green Park Extension New Delhi – 110 016 Date of Nomination: 12/9/2005 Tenure up to : 11/9/2008
		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 Date of Nomination: 29/9/2005 Tenure up to : 28/9/2008
		11	Shri K. Prabhakar Reddy Former Home & Finance Minister Govt. of A.P, A.P. Krishak Samaj 5-10-193, Room No. 8, Ist Floor, Haca Bhavan, Saifabad, Hyderabad – 4 Date of nomination : 27.4.2007 Tenure up to : 26.4.2010
		12	Dr B.S. Nadagoudar Former Director of Extension University of Agril. Sciences Dharwad, # 10/704, Heritage Estate, Doddadallapur Road, Yalahanka, Bangalore – 560 064 Date of nomination : 27.4.2007 Tenure up to: 26.4.2010
		13	Mr N. Nageswara Rao Plot No. 10, Road No. 2, Banjara Hills, Opp. to L.V. Prasad Eye Institute, Hyderabad – 500 034 Date of nomination: 27.4.2007 Tenure up to: 26.4.2010
		14	Vacant from 17/02/2007
		15	Vacant from 24/03/2006

Rule No.	Composition of General Council	S.No	Name & Address of the Member
		16	Vacant from 11/05/2006
Ex Officio Members			
v	Director General, NIRD	17	Shri V.S. Sampath, IAS Director General National Institute of Rural Development 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 incharge of Extension and Financial Adviser in the Ministry / Department of Govt.of India dealing with MANAGE and the Secretary of the Ministry / Department dealing with Rural Development	19	Shri N.K. Das, IAS Addl. Secretary (Agri. Extn.) Dept. of Agri. & Coop., Ministry of Agriculture Krishi Bhawan, New Delhi – 110 001
		20	Shri Rajendra Kumar Tiwari, IAS Joint Secretary (Agri. Extn.) Dept. of Agri. & Coop., Ministry of Agriculture Krishi Bhawan, New Delhi – 110 001
		21	Shri S.L. Bhat, IAS Financial Adviser Dept. of Agri. & Coop., Ministry of Agriculture, Krishi Bhawan, New Delhi – 110 001
		22	Dr. (Mrs) Rita Sharma, IAS Secretary (Rural Development) Ministry of Rural Areas & Employment Dept. of Rural Development Nirman Bhawan, Room No. 247, A Wing, New Delhi – 110 001
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

Rule No.	Composition of General Council	S.No	Name & Address of the Member
ix	Secretaries in the Ministries of Education, Department of Personnel and Training and of the Planning Commission or their nominees not below the rank of Joint Secretary to the Govt. of India.	24	Shri Arun Kumar Rath, IAS Secretary (School Education & Literacy) Department of Education Ministry of Human Resources Development Shastri Bhawan, New Delhi – 110 001
		25	Shri Satyanand Mishra, IAS Secretary, Ministry of Personnel, Public Grievances and Pensions Govt. of India, Room No. 112 North Block, New Delhi – 110 001
		26	Shri Subas Pani, IAS Secretary Planning Commission, Govt. of India Yojana Bhavan, New Delhi – 110 001
x	Five Secretaries to the State Governments / Union Territories Incharge of Agril. Production (in rotation) or their nominees not below the rank of Deputy Secretary to the State Govt.	27	Shri Serjius Mirj, IAS Secretary Agriculture, Govt. of Chattisgarh, Mantralaya, DKS Bhawan, Raipur – 492 001 (Chattisgarh) Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008
		28	Shri A.K. Sarkar, IAS Principal Secretary, Agriculture Dept. of Agriculture & Cane Development Nepal House, Doranda, Govt. of Jharkhand Ranchi – 884 001 (Jharkhand) Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008
		29	Shri L. Haokip, IAS Secretary (Agriculture) Government of Manipur, Agriculture Department, Imphal – 795 001 (Manipur) Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008

Rule No.	Composition of General Council	S.No	Name & Address of the Member
		30	Shri R. Telang, IAS Secretary (Agri.)/Agri. Commissioner, Government of Sikkim Dept. of Agriculture, Krishi Bhawan Tadong – 737 101 (Sikkim) Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008
		31	Shri Dharam Pal, IAS Secretary (Agriculture) Department of Agriculture UT Administration of A & N Islands Port Blair – 744 101 Andaman & Nicobar Islands Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008
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	Deleted as per Minutes of the
		33	33 rd General Council meeting held
		34	on 09/09/2006.
		35	
		36	
		37	
		38	
xi	Four Directors of Agriculture of States / Union 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) Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008
		40	Shri S.S.P. Tendulkar Director of Agriculture Directorate of Agriculture Krishi Bhawan, Govt. of Goa Vidhut Bhawan, Panaji– 403 001 (Goa) Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008

Rule No.	Composition of General Council	S.No	Name & Address of the Member
		41	Shri Manoj Sharma Director, Agriculture Directorate of Agriculture Government of Rajasthan Krishi Bhawan, Jaipur Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008
		42	Shri Madan Lal Director Agriculture Government of Uttaranchal Dept. of Agriculture, Nanda-ki-chowki, Premnagar, Dehradun (Uttaranchal) Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008
xii	The Director General of MANAGE who shall be appointed by the Government of India, Ministry of Agriculture.(Ex Officio Member & Member –Secretary)	43	Shri K.V. Satyanarayana, IAS Director General National Institute of Agricultural Extension. Management (MANAGE) Rajendranagar, Hyderabad -500 030 (AP)
xii	Two Vice-Chancellors of Agril.Universities and one Vice-Chancellor of General University (by rotation) or their nominee not below the rank of Director. (Ex-officio Members)	44	Dr R.B. Deshmukh Vice Chancellor Mahatma Phule Krishi Vidyapeeth Rauri, District – Ahmednagar (Maharashtra) Date of Nomination : 4.5.2005 Tenure up to : 3.5.2008
		45	Prof. H.A. Ranganath Vice Chancellor Bangalore University, Jnana Bharathi, Bangalore – 560 056, Karnataka Date of Nomination :6.5.2005 Tenure up to : 7.5.2008
		46	Prof. Anwar Alam Vice Chancellor Sher-e-Kashmir University of Agriculture Science & Technology of Kashmir Shalimar, P.B.No.262 GPO Srinagar – 191 121, Jammu & Kashmir Date of Nomination :6.5.2005 Tenure up to : 7.5.2008

Composition of the Executive Council of MANAGE (as on 31.3.2008)

Rule No.	Composition of Executive Council	Sl. No.	Name & Address of the Member (Chairman, Officials & Non-official Members)
5.1(i) Ex-Officio Members			
a)	Secretary (A & C) as Vice President of MANAGE shall be chairman of the Executive Council	1	Dr P.K. Mishra, IAS Secretary (Agriculture) Dept. of Agriculture & Cooperation Ministry of Agriculture, Govt. of India Krishi Bhawan, New Delhi - 110 001
b)	Additional Secretary in charge of Extension in the Ministry Department, Government of India dealing with MANAGE shall be the Vice-Chairman of the Executive Council	2	Shri N.K. Das, IAS Additional Secretary (Extension) 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
4)	Joint Secretary incharge of Extension and Financial Adviser in the Ministry / Department, Government of India dealing with MANAGE	4	Shri Rajendra Kumar Tiwari, IAS Joint Secretary (Agri. Extn.) Dept. of Agriculture & Cooperation, Govt. of India, Ministry of Agriculture Krishi Bhawan, New Delhi - 110 001
		5	Shri Prem Prakash Mathur, IAS Financial Adviser Dept of Agriculture & Cooperation, Ministry of Agriculture Krishi Bhavan, New Delhi-110 001

Rule No.	Composition of Executive Council	Sl. No.	Name & Address of the Member (Chairman, Officials & Non-official Members)
e)	<u>Non-official Members</u>		
	Five eminent persons who have made noteworthy 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	Shri K. Prabhakar Reddy Former Home & Finance Minister Govt. of A.P, A.P.Krishak Samaj Block – 231 – A/c, M.L.A. Colony Road No. 212, Banjara Hills, Hyderabad –500 034
		12	Dr B.S. Nadagoudar Former Director of Extension University of Agril. Sciences Dharwad, # 10/704, Heritage Estate, Doddadallapur Road, Yalahanka, Bangalore – 560 064

PROFILE OF MANAGE FACULTY AND OFFICERS
(as on 31/03/2008)

FACULTY

Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
1	Shri K.V. Satyanarayana, IAS	Director General	M.Com.	<p>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.</p>
2	Dr. G.R. Desai	Director (OD&PC)	M.Sc (Agril.Extn) Ph.D.(Agril.Extn)	<p>Over 30 years of experience starting from Agricultural Finance in Central Bank of India; Research and Teaching in University of Agricultural Sciences, Bangalore and ICAR, Deputy Director (Extn.) NIRD and as Director (OD&PC) at MANAGE since 1995.</p> <p>Was involved in World Bank Assisted Projects such as T&V, NATP and Assam Agricultural Competitiveness Project (AACP), Swiss Development Cooperation assisted Sericulture Development Project, DFID Assisted Agricultural Extension Management Training Project.</p> <p>Was involved in planning and organizing training programmes for senior extension personnel of various countries like Sudan, Somalia, Nigeria, Angola, Cambodia, Bangladesh etc., apart from various in-country training programmes covering the sectors of Agriculture, Horticulture, Fisheries and Sericulture.</p> <p>Has undertaken a series of research projects on Training and Visit Extension systems, Case Studies in Extension Management,</p>

Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
				Technology Transfer in Sericulture, Transfer of Technology for Oilseed Development, Rainfed Farming etc.
3	Dr. M.N. Reddy	Director (Agril. Extn. & Commn.)	M.Sc (Agril.Extn) Ph.D.(Agril.Extn)	32 years of experience in the field of Training, Teaching, Research, Consultancy and Field Extension at National and International level. Principal Coordinator for Extension Reforms, PGDAEM and DAESI.
4	Dr. V.P. Sharma	Director (ITDP)	M.Sc. (Statistics) M.A.(Economics) MBA (Operations Management) Ph.D	Total 28 years- 19 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. PhD	16 years as Asst. Director in NIRD, Faculty of HRD 11 years as Deputy Director in MANAGE
6	Dr. Vikram Singh	Director	M.A. Psychology M.Phil Psychology Ph.D Psychology	Over 23 years, of which 5 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 at IIT, Kanpur as Registrar. Currently working on Public-private partnership issues in

Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
				developmental sector and serving as Principal Coordinator, PGPAWASCM.
7	Dr. B.D. Tripathi	Deputy 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 9 years as Dy. Director of which 4 years as Consultant (NATP); Principal Coordinator, PGPABM
8	Dr. P. Chandra Shekara	Deputy Director (Agri.Extn)	Ph.D (Agril.Extn.)	19 years of experience in Agricultural Extension Training, research and consultancy at the Coffee Board and MANAGE. Areas of interest: Private Extension, Public-Private partnership, Agri-entrepreneurship development.
9	Dr. K. Uma Rani	Deputy Director	Ph.D (Extn.Edu)	25 years in Training and Research
10	Dr. K.H. Vedin	Deputy 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	Dr. M.A. Kareem	Deputy Director	M.Sc. (Agri. Extn.) Ph.D	18 years in Training and Research in MANAGE
12	Dr. T.D.S. Kumar	Assistant Director (Sr. Scale)	M.Sc (Ag. Eco.) Ph.D (Ag. Eco.)	21 years in Training, Research & Consultancy
13	Dr. Lakshmi Murthy	Assistant Director (Doc.) (Sr. Scale)	M.A. (Eco) M.LI.Sc Advanced Diploma in French PhD	24 years in Documentation and Information Management

Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
14	Dr. G. Jaya	Assistant Director (Sr. Scale)	M.B.A. (HRD) Ph.D. (HRD)	20 years in Training, Research and Consultancy
15	Dr. B. Renuka Rani	Assistant Director (HRD)	M.S.W. Ph.D (Women Studies) PGDPR (Public Relations)	Over 15 years 3 years teaching (MLTC Instructor); 12 years in Training, Research and Consultancy in MANAGE
16	Dr. N. Balasubramani	Assistant Director	Ph.D (Agricultural Extension)	Over 2 years in MYRADA- KVK; 10 years as field Officer in Rubber Board & 2 years in MANAGE
17	Shri K.V. Rao	Programmer	M.Tech. (CSE) M.Sc (Physics) PGDCA	Research Asst. (Phy) in CW & PRS, Pune, Ministry of Water Resources, GOI.
18.	Dr. A. Srinivasa Charyulu	Research Associate	Ph.D (Library Science) PG Dip in Library Automation & Networking	16 years experience in documentation and agricultural information management of which 3 years served as Information Specialist in SAARC Agricultural Information Centre, Dhaka, Bangladesh
19.	Dr. P. Lakshmi Manohari	Research Associate	M.Sc (Agril.) Ph.D (Agril.Extn.)	19 years experience in Extension, Research and Training
20.	Shri G. Bhaskar	Research Associate	MCA, MBA, MCSE, M.A., Dip. in RDB MS& OOPS	19 years experience in Software Development and Training
21.	Shri A. Krishna Murthy	Documentation Assistant	M.A.(Pub.Admn.) M.LI.Sc, M.Phil. PG Dip in Library Automation & Networking	16 years of which, 12 years in Organization of Information and Database Development & Management in MANAGE
22.	Dr. K. Sai Maheswari	Research Associate	M.Sc., PG Diploma in Sericulture Ph.D (Sericulture)	15 years of which 10 years experience in research and training in MANAGE

Sl. No.	Name of the Faculty	Designation	Qualifications	Experience
23.	Shri B. Venkat Rao	Research Associate	M.B.A. (Mktg.)	9 years as R.A in MANAGE
24.	Dr. P. Kanaka Durga	Research Associate	Ph.D (Agri. Eco.)	12 years of which 8 years as R.A in MANAGE
Administration				
25.	Shri B.N. Patro	Dy. Director (Admn.)	M.A. (Social Work)	25 years experience in Administration in various capacities
26.	Shri Partha Sarathi	PRO cum Security Officer	M.A.(Pub. Admn.) LLB, PG Dip in Public Relations Hotel & Catering Management	26 years of experience in the field of Catering & Hospitality in Hotels & National Institutions
27.	Shri Ch. N.M. Rao	Asst. Accounts Officer	M.Com, ICWA (Inter)	17 years in Admn./Accounts Section





National Institute of Agricultural Extension Management

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

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