



MANAGE

Annual Report

2011 - 2012



National Institute of Agricultural Extension Management
(An Organization of Ministry of Agriculture, Govt. of India)

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

(An Organization of Ministry of Agriculture, Govt. of India)
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MANAGE - an Overview

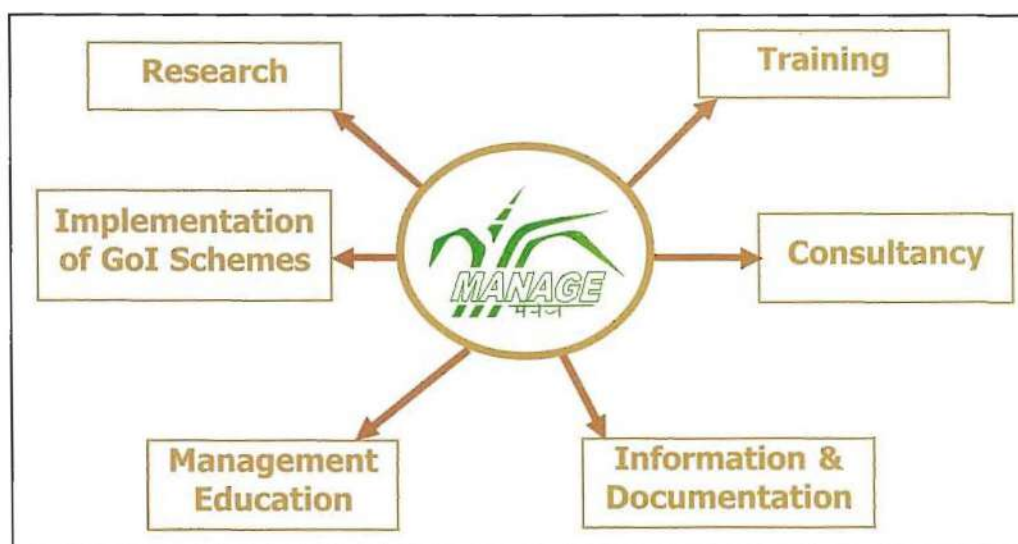
The National Institute of Agricultural Extension Management (MANAGE) is an autonomous organization under the Department of Agriculture and Cooperation (DAC), Ministry of Agriculture (MoA), Government of India. MANAGE was established in response to the challenges of agricultural extension in a rapidly growing and diverse agriculture sector. The policies of liberalization and globalization of the economy catalyzed the transformation of Indian agriculture into an increasingly commercialized and market driven activity. The increasing complexity of agricultural technology also called for major initiatives towards reorientation and modernization of the agricultural extension system. Effective ways of managing the extension system needed to be evolved to transform the existing set up through professional guidance and training of critical manpower.

Created in 1987 as the National Center for Management of Agricultural Extension, from which its acronym "MANAGE" is derived, the Center filled the then conspicuous void of a professional body dedicated to this goal. In 1992, its status was elevated to that of a National Institute in recognition of its importance. The acronym was, however, retained since it so well reflected its prime concern.

To provide adequate flexibility in operation, MANAGE was registered as a Society on the 11th of June 1987 under the Andhra Pradesh (Telengana areas) Public Societies Registration Act, 1350 Fasli (Act of 1350F).

The mandate of MANAGE is to assist the Government of India and the State Governments/UTs to help improve delivery mechanisms through changes in policies, programmes and upgradation of skills of extension personnel. Accordingly, MANAGE offers its services in Training, Research, Consultancy, Management Education etc.

Training of Extension functionaries, working in development departments such as Agriculture, Horticulture, Fisheries, Animal Husbandry, Veterinary etc., in various States/UTs as well as in the private sector, is an integral part of the mandate of MANAGE. As a part of the training activity, MANAGE conducts Training Programmes, Workshops, Seminars and Study visits for various categories of personnel on key theme areas as appropriate in the present day's context. The programmes are designed to prepare the extension functionaries to cope with new challenges and for effective implementation of various programmes.



Training needs of the extension functionaries are invariably taken into account while designing the training programmes. MANAGE also organizes specialized as well as customized training programmes in response to the requests from the GoI/State Governments/UTs and other organizations.

The research activities of the Institute focus on topics of contemporary relevance. MANAGE undertakes 'Action research studies' to field-test/pilot-test the ideas/ concepts/ technologies in field situations on a limited scale and in a limited area. Evaluation Studies are also undertaken based on the requests received from GoI/State Governments/ other organizations, on consultancy basis, for evaluation of various programmes/projects to assess their impact. MANAGE also provides consultancy to agriculture and allied departments/agencies for developing strategies and programmes based on their need.

As a part of Management Education, MANAGE has been offering a Post-Graduate Diploma in Agribusiness Management [PGDM (ABM)], which has been well received, both by the industry and the student community. Further, MANAGE has been offering a Post-Graduate Diploma in Agricultural Extension Management (PGDAEM), which is a continuing education programme for in-service extension personnel on a distance education mode. In addition, the Institute

launched a Diploma in Agricultural Extension Services for Input Dealers (DAESI) for imparting formal agricultural education to input dealers on a distance education mode.

MANAGE is also involved in implementing Government of India Schemes such as "Agri-Clinics and Agribusiness Centres Scheme (AC &ABC)" and "Kisan Call Centre (KCC)" Scheme. Further, MANAGE has been identified as the apex institute for facilitating the implementation of the Centrally sponsored "Support to State Extension Programmes for Extension Reforms" Scheme across the Country. This is a major initiative towards revitalizing agricultural extension in the States/UTs and to make the extension system decentralized and demand driven.

The activities of MANAGE cover stakeholders in agricultural development including public and private sector organizations, voluntary organizations, farmers' groups and organizations, private extension service providers, agribusiness companies and cooperatives apart from various national and international funding agencies. 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 experiences with other institutions, enabling them to adapt and adopt these innovations, is one of its core objectives.



Shri Sanjeev Gupta, IAS, Joint Secretary (Extension) chairing the MANAGE Academic Committee meeting

Mission

The Mission of MANAGE is to facilitate 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.

Vision

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 resources
- ❖ Developing and promoting application of modern management tools for improving the effectiveness of agricultural extension organizations
- ❖ Organizing need-based training for senior and middle level agricultural extension functionaries
- ❖ Conducting problem-oriented studies on agricultural extension management
- ❖ Functioning as an International Documentation Center for collecting, storing, processing and disseminating information on subjects related to agricultural management.

Core Values

- ❖ 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.





Training Programmes 2011-12

Training is an integral part of the Institute's mandate. MANAGE conducts Training Programmes, Workshops and Seminars on key theme areas for public sector Extension functionaries working in Departments of Agriculture, Horticulture, Fisheries, Animal Husbandry, Veterinary etc. in various States/UTs as well as for the private sector. Apart from providing conceptual understanding on a given theme, necessary operational skills are inculcated for effective performance by the extension functionaries. The programmes are designed to prepare the extension functionaries to cope with new developments in the field of agriculture and effectively implement various Schemes/Flagship Programmes of Government. MANAGE also organizes sponsored training programmes for various organizations by designing the programmes as per their needs. The Annual Training Calendar is approved by the Executive Council on the recommendation of the Academic Committee.

Theme areas

The training programmes during 2011-12 covered the following broad areas:

- **Agricultural Extension Management**
- **Agri-Business Management**
- **Human Resource Management**
- **Natural Resource Management**
- **Mass Media and Communication**
- **Information and Communication Technology (ICT) in Agricultural Extension**

As part of agricultural extension management, programmes were organized on Market led extension, Promotion of Commodity Interest Groups and Federations, Public Private Partnership, Farm Business Management, Farm Mechanization, Farming Systems Approach, Urban

Agriculture, implementing modified Guidelines on Extension Reforms etc. Gender sensitization and mainstreaming gender concerns were other areas of focus in the Academic Calendar.

Under Agri-Business Management, training programmes were organized on Agripreneurship Development along with refresher programmes for established Agripreneurs under the "Agriclinics and Agribusiness Centres Scheme".

Under the theme of Human Resource Management, programmes were organized for development of – Managerial, Behavioural, Communication, Project Management and Leadership skills of Extension Personnel along with programmes for Development of Trainers.

As part of Natural Resource Management, programmes were conducted on Watershed Management and Climate change.

Mass Media and Communication was another focus area where programmes were organized on Community Radio, Print Media and Kisan Call Centre.

Under Information and Communication Technology (ICT), programmes were organized on ICT applications in Modified Extension Reforms Scheme, Agricultural Knowledge Management, Remote Sensing, GIS, Decision Support System, Agricultural Marketing Information Network etc.

Methodology

MANAGE faculty has developed a unique strength in conducting training programmes and workshops using the methodology of experiential learning, which focuses on an interactive learning process resulting in better retention of learning from the programme. Other training methods such as lectures, management games, success stories and case studies on a given theme are used with a view to make the discussions practical oriented as per the needs of the programme. The focus of the trainer

also remains on operational and practical aspects of the themes for effective application of learning by the participants in their work situations. As per the requirement in the programme, field visits are also organized to give first hand exposure to the participants on best practices. The latest audio visual aids are used for effective conduct of the training programmes.

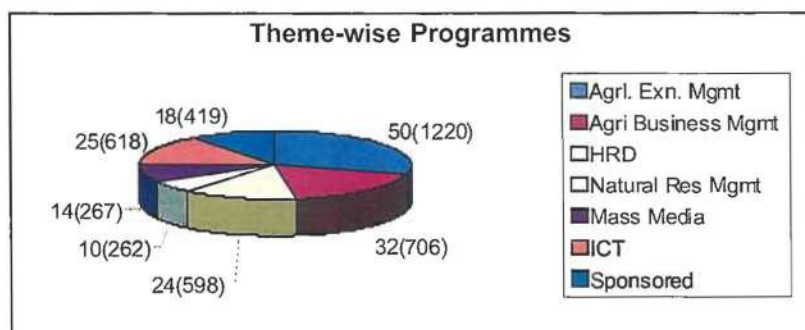
Training Programmes conducted

While 180 programmes were planned and approved by the Academic Committee during the year 2011-12 under different themes, 173 programmes were organized, covering 4090 participants. The theme-wise break-up of the training programmes for the period April 2011 – March 2012 is given in the following table:

Progress of the Training Programmes from 1st April 2011 to 31st March 2012

Sl. No.	Particulars	Planned as per Academic Calendar		Achievement				Total	No. of participants
				No. of programmes organized		Additional programmes organized			
		Trg	Ws	Trg	Ws	Trg	Ws		
1	Agricultural Extension Management								
1.1	AEM and Reforms	55	-	50	-	-	-	50	1220
2	Agri-Business Management								
2.1	Theme Programmes	34	-	32	-	-	-	32	706
3	Human Resource Management								
3.1	Theme Programmes	24	-	24	-	-	-	24	598
4	Natural Resource Management								
4.1	Theme Programmes	10	-	10	-	-	-	10	262
5	Mass Media and Communication								
5.1	Theme Programmes	14	-	7	7	-	-	14	267
6	Information & Communication Technology in Agricultural Extension								
6.1	Theme Programmes	25	-	25	-	-	-	25	618
7	Sponsored & Open Programmes								
7.1	NAIP / NHM / RKVY etc.	18	-	8	-	10	-	18	419
Total		180	-	156	7	10	-	173	4090

Trg. - Training ; Ws - Workshop



Data in parentheses indicates number of participants

*Training in progress*

Major emphasis of the Planned Programmes was on Extension Reforms, Agri-Entrepreneurship Development, Farm Business Management, Training of Trainers, Project Management, Participatory Watershed Management, Climate Change and its Impact on Agriculture, Gender mainstreaming, Writing for Print Media, WTO and its Implications on Indian Agriculture, Managerial Skills for Extension Personnel, Agricultural Knowledge Management, Application of Remote Sensing and Geographical Information Systems in Agriculture Development etc.

Apart from Planned Programmes, 18 programmes were organized during the year 2011-12 on requests from Government of India, State governments etc. These included programmes sponsored under National Agricultural Innovation Project (NAIP), National Horticulture Mission, Rashtriya Krishi Vikas Yojana (RKVY), National Seeds Corporation, Tobacco Board, Department of Water Resources and JK Trust.

1. Agricultural Extension Management

Technology dissemination systems in agriculture and allied sectors are facing greater challenges with emerging opportunities due to liberalization and export orientation. The future growth of the agriculture sector is likely to be through improvement in productivity of diversified farming systems with regional specialization, sustainable management of natural resources, farm mechanization, agro-processing, linkage of production systems with marketing and other value-added activities at the farm level as well as use of ICT based systems for information and knowledge management.

Public extension functionaries not only provide extension services to farmers but also catalyze and facilitate other channels of extension to play a more meaningful role so as to carry forward extension reforms in different states. Accordingly, 50 programmes were organized for different departments under the theme of Agricultural Extension Management wherein 1220 executives attended the programmes.

*Brainstorming in Groups*



*Back to Basics: Banner programme
on Agricultural technologies for
DAC Officials*



Taking Field Notes



Participants on an exposure visit

The details of the programmes are as follows:

Sl. No.	Title of the Training Programme	Programme Duration	No. of Programmes	No. of Participants
1	Workshop on implementation of Modified Guidelines on Extension Reforms Scheme	3 days	5	155
2	Back to Basics: Banner programme on Agricultural Technologies for Senior Officials	5 days	2	37
3	Market-Led Extension	5 days	3	95
4	Mainstreaming Gender Concerns in Agriculture	5 days	5	139
5	Workshop on Urban Agriculture	3 days	4	115
6	Process Documentation	5 days	3	42
7	Promotion of Commodity Interest Groups and Federations	5 days	5	99
8	Farming Systems Approach (FSA) for Sustainable Agriculture	5 days	4	110
9	Farm Business Management	5 days	6	121
10	Farm Mechanization Extension	5 days	2	49
11	Public Private Partnership for Agricultural Development for Senior Executives	3 days	3	69
12	Participatory Extension Management (PEM) for Extension Functionaries	5 days	1	41
13	Capacity Building for Master Trainers on Basic Agriculture	3 days	1	22
14	Brainstorming on Basic Agriculture Content Development for Capacity Building of Farmers	3 days	1	38
15	National Consultation on DAESI programme for up scaling	1 day	1	23
16	National Consultation on "Promotion of Agri Entrepreneurship under Extension Reforms"	3 days	1	26
17	National Consultation on "Innovations in Agricultural Extension under RKVY"	3 days	1	6
18	National Consultation on Promotion of PPP in ATMA under Extension Reforms	3 days	1	27
19	International training programme on New Dimensions in Agricultural Extension Management	12 days	1	6
Total			50	1220

2. Agri-Business Management

Agri-Business Management has emerged as an important area in the agricultural sector for economic development of all stakeholders. Accordingly, training programmes and workshops were organized to develop the capacity of public sector functionaries on agri-business related themes.

During the year 2011-12, thirty-two training programmes and workshops were organized, covering 706 executives. These included Refresher training programmes for established Agripreneurs, programmes on Agripreneurship development, WTO and Participatory Monitoring Management as detailed below:

Sl. No.	Title of the Training Programme	Programme Duration	No. of Programmes	No. of Participants
1	Refresher Training Programmes on Sector Specific Business Expansion Capabilities for Established Agripreneurs	3 days	22	536
2	Workshop on Agripreneurship Development	3 days	4	64
3	WTO and its Implications on Indian Agriculture	4 days	4	69
4	Participatory Monitoring Management	5 days	2	37
Total			32	706



Officers involved in a Group Task

3. Human Resource Management

Human Resource Management (HRM) can contribute to enhancement of the overall efficiency of functionaries involved in implementation, monitoring, evaluation, research and extension activities. Systematic training planning and optimal utilization of human resources help in bringing

about desirable changes in knowledge and upgradation of skills of agricultural extension functionaries.

During the period, 24 programmes were organized on managerial skills, training methods, etc. covering 598 executives and the details are as follows:

Sl. No.	Title of the Training Programme	Programme Duration	No. of Programmes	No. of Participants
1	Annual Training Planning Workshop of MANAGE, SAMETIs and EEIs	2 days	2	53
2	Leadership for Innovation in Agriculture	5 days	1	23
3	Training Methods for Trainers of State and Regional Institutes for Extension	5 days	3	80
4	Agricultural Project Planning and Management	5 days	2	77
5	Managerial Skills for Extension Personnel	5 days	6	168
6	MDP for Improving the Effectiveness of Public Systems in Agriculture	5 days	2	31
7	Training of Trainers on Gender Sensitization Modules	5 days	1	27
8	Management Development Programme for Women in Development Sector	5 days	2	44
9	Human Resource Management for Extension Personnel	5 days	3	43
10	Effective Communication	5 days	2	52
Total			24	598

4. Natural Resource Management

Judicious use of land and water is prerequisite for sustainable development. Participatory watershed management is an effective Natural Resource Management (NRM) approach, which facilitates participation of stakeholders through its linkages with production and livelihood systems resulting in sustainable development.

Further, in order to overcome the adverse impact of Climate change on agriculture, emphasis is necessary on Climate change mitigation and adaptation.

Accordingly, MANAGE organized ten training programmes on the above themes covering 262 executives.

Sl. No.	Title of the Training Programme	Programme Duration	No. of Programmes	No. of Participants
1	Training on Integrated Watershed Management Programme (IWMP)	5 days	5	143
2	Training of Trainers on Integrated Watershed Management Programme (IWMP)	5 days	2	51
3	Climate Change and Agriculture	5 days	3	68
Total			10	262



Learning about Watershed Management from Field visits

5. Mass Media and Communication

Effective use of Communication channels is an important extension strategy in dissemination of agricultural technologies and knowledge to farmers. Radio, television and print media have been found to be very effective means to communicate to the masses and are playing an important role in transfer of agricultural knowledge to farmers and fishermen. Consequently, it is necessary to make best use of

these channels for technology transfer, for which, there is a need to build the capacity of the extension functionaries by designing and delivering suitable training programmes. In view of this, 14 training programmes were organized during 2011-12, focusing on mass media, print media and Kisan Call Centres covering 267 executives.

Sl. No.	Title of the Training Programme	Programme Duration	No. of Programmes	No. of Participants
1	Training cum Review Meeting of A.P. Kisan Call Center	1 day	8	138
2	Programme on Mass Media for Agricultural Extension	5 days	4	81
3	Writing for Print Media	3 days	2	48
Total			14	267



Participants at a Community Radio Station

6. Information and Communication Technology (ICT) in Agricultural Extension

Information and Communication Technology is an important tool to support the delivery of Extension Services. These technologies can strengthen organizations by improving their knowledge base and ability to share information and experiences with partners in the field. ICTs are being

used extensively in all aspects of agricultural extension, research and education. Augmenting media and information technology support for extension is one of the major components of the Policy Framework for Agricultural Extension.

In view of the above, 25 programmes were organized during the year under review covering 618 executives. Details may be seen below:

Sl. No.	Title of the Training Programme	Programme Duration	No. of Programmes	No. of Participants
1	Training cum Workshop on Applications of ICTs in Modified Extension Reforms Scheme	3 days	10	279
2	Advanced Course in Agricultural Knowledge Management	5 days	4	99
3	Application of ICT in Animal Resource Management	3 days	2	79
4	ICTs for Agricultural Information Management and Networking	5 days	1	22
5	Application of Remote Sensing and Geographical Information Systems in Agricultural Development	5 days	2	42
6	Enhancing Skills in ICT based DSS for Agricultural Marketing and Agri Business Orientation of Research and Extension functionaries of ICAR, SAU Scientists and State Dept. of Agriculture	5 days	2	19
7	ICT Enabled Agricultural Marketing Research and Information Network	5 days	2	23
8	National Workshop on Use of ICTs for Effective Delivery of Agricultural Information: Replicate Pilots	2 days	1	38
9	Workshop on Agricultural Marketing Research and Information Network to Support Agricultural Marketing Extension	3 days	1	17
Total			25	618



National Workshop on Use of ICTs for Effective Delivery of Agricultural Information

7. Sponsored Programmes

Eighteen programmes were sponsored under various projects viz., National Agricultural Innovation Project (NAIP), National Horticulture Mission, Rashtriya Krishi Vikas Yojana (RKVY) etc., covering 419 executives.

These included programmes on Horticulture Extension Management, Training-cum-Exposure

visit for Pani Panchayat Office Bearers of Orissa sponsored by Department of Water Resources, Orissa, Programmes for capacity building of extension personnel under RKVY, Orissa, Programmes for Tobacco Board, TAWDEVA, J.K. Trust, National Seeds Corporation and other agencies. Details are as follows:

Sl. No.	Title of the Training Programme	Programme Duration	No. of Programmes	No. of Participants
1	Horticulture Extension Management for Extension Functionaries under National Horticulture Mission	5 days	4	107
2	New Dimensions in Extension Management under Capacity Building of Extension Personnel - RKVY, Orissa	5 days	1	20
3	ICT in Horticulture Extension Management under National Horticulture Mission	3 days	1	25
4	Training cum Exposure visit for Pani Panchayat Office Bearers of Orissa State (Sponsored by Dept. of Water Resources, Orissa)	5 days	1	37
5	Executive Development Programme for the officials of National Seeds Corporation	5 days	1	19
6	Workshop on Preparation of Marketing Strategies Supplement under MACP	5 days	1	21
7	Extension Approaches and Methodologies for Tobacco Board officials Sponsored by Tobacco Board	5 days	1	19
8	Consultancy Programme on Integrated Watershed Management (IWMP) for Extension functionaries of TAWDEVA	5 days	2	57
9	Training Programme on 'Man Management and Communication Skills'	3 days	1	30
10	Public Private Partnership for Agricultural Development for Senior Executives	5 days	1	16
11	Management Development Programme for JK Trust Senior Officials	5 days	1	28
12	ICT Tools for NTIs	3 days	3	40
Total			18	419



Ice-breaking session in the Amphitheatre



Group Approach to Training



Training on the Field

Facets of Training at MANAGE

MANAGE undertakes research studies, which focus on areas of contemporary relevance. Action research studies are meant to pilot-test ideas, concepts and technologies in field situations. MANAGE also takes up studies for evaluation of various programmes/projects to assess their impact.

During the year under review, research studies taken up by MANAGE focused on analysis of institutional arrangements under the Agriclincs and Agribusiness Centres (AC&ABC) Scheme, Producer and Market linkages, Mobile based advisory services for farmers and Impact of policies, programs, interventions and processes on women's access to land. These studies are detailed below.

1. Analysis of emerging institutional arrangements for providing Broad Based Extension Services to Farming Community through Agri Clinics and Agri Business Centres

The AC&ABC Scheme was launched by the Ministry of Agriculture, Government of India, in 2002, for supporting unemployed agricultural graduates, diploma holders and other eligible agri professionals to establish Agri-Clinics and Agri-Business Centres as well as to supplement the efforts of public extension by providing extension and other services to the farming community.

It was felt that the success of AC&ABC could be upscaled through strengthening the institutional mechanism supporting the implementation of the scheme. In view of this, a study was taken up to analyze the same.

The objectives of the study were:

- i) To understand the functioning of established agri-ventures;
- ii) To delineate operational challenges in establishing agri-ventures by trained Agripreneurs;

- iii) To assess the impact of AC&ABC services on the stakeholders;
- iv) To identify the critical success factors of Agripreneurship and
- v) To recommend policy strategies for strengthening of AC&ABC Scheme.

Critical Success Factors (CSF) of AC&ABC ventures

One of the objectives of the study was to identify critical success factors of agribusiness ventures successfully established by Agripreneurs in various parts of the country. The critical success factors identified include: (i) Providing satisfactory services to the customers which ranked first followed by (ii) up-to-date knowledge about the latest innovations introduced in the field, (iii) timely introduction of sector-specific innovations, (iv) adequate professional experience in the sector prior to starting the venture, (v) thorough knowledge about the subject dealt with, (vi) fair relationship with the customer, (vii) maintaining the professional network, (viii) adequate prior experience in business and (ix) frequent interaction with related professionals. Hence these factors are to be given adequate emphasis in capacity building programmes offered by Nodal Training Institutes.

Perception of the Agripreneurs towards capacity building programmes and operational challenges in establishing and sustaining AC&ABCs

In order to assess the operational challenges in establishing and sustaining AC&ABC ventures, a questionnaire survey was administered among the Agripreneurs who were undergoing refresher training at MANAGE. A total of 250 Agripreneurs responded to the questionnaire survey. Respondents were from Maharashtra, Uttar Pradesh, Tamil Nadu and Karnataka.

The results reveal that the perception of the agripreneurs towards coverage of content, exposure visits, interaction with successful agripreneurs, boarding & transport facilities, linkages & collaboration aspects and handholding activities after training were below the mean Rank Based Quotient (RBQ) values. This implies that necessary attention to these aspects is needed on the part of Nodal Training Institutes.

Operational challenges in establishing and sustaining AC&ABCs include lack of resources for initial investment (59%), high interest rates for bank loans (55.6%), refusal of loan from banks (48.8%), delay of loan from banks (46%), lack of collateral security (40%) etc.

Challenges in sustaining the ventures include competition from established input dealers (54%), seasonal income (53%), lack of support for convergence with Government schemes (48%), monsoon failure (44.8%), lack of support for business expansion (43%) etc. The agripreneurs need to be given adequate support and their capacity needs to be built to overcome these challenges.

2. Producers and Market Linkages: a critical study

There are many producer-market linkage mechanisms, which have been established with the help of public as well as private initiatives such as farmers' cooperatives, direct marketing by farmers, producers' companies, marketing initiatives by farmers' organizations, commodity-specific markets, village haats, initiatives by agribusiness companies like contract farming, e-choupal model etc. The functioning of each of these models is unique in terms of organizational structure, operational mechanism, coverage, forward and backward linkages etc.

MANAGE took up a study to understand organisational systems and planning process of selected producer and market linkage models; to find out the operational mechanism and functioning of producers and market linkage models; to assess the strengths and weaknesses of selected models and to document the perceptions of stake holders for strengthening and up-scaling producers and market linkages.

The producer-market linkages promoted by the public sector as well as the private sector were the domain of the study. Four cases were studied, representing Direct marketing, Cooperative marketing, Farmers' Organizations in marketing, Producer Companies and Contract farming in states of Andhra Pradesh, Maharashtra, Kerala, Madhya Pradesh and Tamil Nadu. The cases of Cooperative Marketing of Mahagrapes, Farmers' Organization in Marketing promoted by Vegetables and Fruit Promotion Council of Keralam, Hardol Agriculture Marketing and Producers Company Private Limited (HAMPCO Seeds) of Madhya Pradesh and Contract farming of Poultry in Tamil Nadu were documented.

The study reveals that participation of the producers in decision-making and other activities is high in these models as these are owned and managed by farmers themselves. These models are a good platform for transfer of technology to a large number of farmers within a short span of time and have facilitated convergence with both public and private organizations. Aggregation of farm produce helped them to get a better price for their produce, to reduce marketing cost, to facilitate branding, value addition and to explore the international market. Moreover, the professional approach enhanced the producers' thinking to apply a business approach to farming. Each model has a unique organizational structure, style of functioning and advantages. These models need to be replicated and upscaled to larger areas based on local relevance.

3. Mobile and Voice-Net based Agro-Advisory Services for Farmers

Farmers require advice on agricultural practices, plant health, weather forecasting and marketing. At present, the farmers depend on various extension channels to get the answers to their queries. However, due to the limitations of the present extension channels, the farmers are unable to get proper advice at the right time. The farmers are often ignorant of price information of

markets in different locations and are exploited by middlemen. Though there are information portals on agricultural content, market prices and Kisan Call Centres, Internet connectivity is still inadequate in the rural areas to enable access to these portals. However, the reach of mobile in rural areas is improving and prices of mobile handsets are coming down drastically. Hence, it was felt that a suitable mobile-based mechanism would fill the information gap. Consequently, MANAGE has conceptualized a pilot project for providing SMS based extension advisory services to farmers in 50 villages of Nalgonda District, Andhra Pradesh.

The Mobile and Voice-Net based Agro Advisory service is envisaged to provide advisory on agricultural practices to farmers by experts sitting in the ATMA office or Krishi Vigyan Kendra (KVK) of that district. The service would connect the farmers to the experts through a computer application built with the facility of 'voice call detection'. The application would also incorporate "Frequently Asked Questions" of farmers of the district. The system is expected to facilitate the expert to view the farmer's profile, understand the farmer's problem, advise the farmer immediately followed by a mobile SMS alert. The SMS service is a handy mechanism to deliver agricultural advice to farmers on weather forecasting, mandi prices, plant protection, government schemes etc.

This project is under implementation at KVK, Gaddipally, Nalgonda District, A.P. MANAGE has taken the technical support of IIT, Chennai [Rural Technology Business Incubator (RTBI)] in this regard.

4. A Study on Existing State Policies, Programs, Interventions and Processes and their Impact on Women's Access to Land

While there has been an increase in responsibility on women in farming, yet only very few women own or control land due to gender discrimination in the existing laws relating to land,

ownership and accessibility in most of the States. Some studies have revealed that access to resources can result in increased empowerment of women, enhancement of the quality of their life and well being of children. In view of the above, MANAGE conducted a study, sponsored by the DAC, Ministry of Agriculture, GoI, on "Existing State Policies, Programs, Interventions and Processes and their Impact on Women's Access to Land".

The objectives of the study were (i) to collect, collate and document information about existing laws, policies and interventions related to women's access to land in selected States; (ii) to examine the existing pattern of land tenancy and land ownership rights for women associated with agricultural production/practices in terms of individual rights, joint *pattas*, common property land etc; (iii) to examine the impact of these laws, policies and interventions in actual access/ownership of land by women and study the relationship between access to land and women empowerment; (iv) to identify constraints that inhibit women from availing the full benefit of these laws, policies and interventions; (v) to study if women farmers are facing any constraints/limitations in making optimum contribution to household food security due to not owning land; (vi) to study the constraints faced by policy makers and implementing agencies in providing access to land, including land ownership rights to women; and finally (vii) to recommend appropriate measures for policy makers and implementing agencies to promote women's access to land ownership.

The study was conducted in five states namely Madhya Pradesh, West Bengal, Meghalaya, Andhra Pradesh and Rajasthan and 1200 farm households were covered.

Major Findings

- The proportion of households having land on women's name is 33% in Andhra Pradesh (AP), 16% in West Bengal (WB) and 22% in Madhya Pradesh (MP) (Census data).

- 32% of women received land from natal family in AP while this is as low as 6.37 % in West Bengal and 11.43% in MP.
- Highest percentage of women received land from marital family in WB (85%), while it is 79% in MP, and only 28% in AP.
- Women are aware of having rights on natal property but are not much aware of specific Acts like the 1956 and 2005 Act.
- However, the situation is better in AP as the women are aware of the State Act of 1986 more as compared to the Central Acts of 1956 and 2005.
- Cultural practices among the tribals facilitate giving land to women by both natal and marital families.
- Due to owning of land, women could expand their space in the private domain where norms are changing in favour of girl children (treating girls on par with boys).
- Women owning land also faced constraints in accessing credit from institutional sources due to improper title deeds.
- Though the women owning land and participating in agriculture activity had higher chances of participating in decision-making, this had not made any contribution to the women's mobility and autonomy.
- Women who owned land reported that their self-esteem had gone up and they were more confident.

Recommendations

- Sex disaggregated data should be generated at the state and district level.
- All other land related documents have to be computerized, as was done in case of land records, in order to facilitate availability of information at one place - 'single window'.
- To deter the practice of relinquishing, the value of the release deed should be increased to 1/3rd of women's share of land (in place of Rs.100 stamp paper).
- Legal awareness camps should be conducted and legal aid should be provided to the women cultivators and landowners to enable them to gain access and control over their land.
- Single women and women headed households to be networked to access land and to avail benefits thereof.
- As women are less aware of the process of converting ownership into registered documents, revenue officials should adopt a proactive approach.
- Land survey to be done from time to time and Record of Rights (RoRs) should be prepared based on the Survey records.
- Revenue meetings to be conducted every six months to solve pending land issues.

MANAGE undertakes Consultancy studies for evaluation of various programmes and projects to assess their impact. Consultancy is also provided to agriculture and allied departments/agencies for developing strategies and programmes based on their request.

Customized Farmers' Training (CFT) Project – Mid term review

The Government of Uttar Pradesh launched Customized Farmers' Training and Agricultural Management through ICT enabled Services Project under RKVY in September 2008 with the support of Agricultural Finance Corporation Ltd. (AFC). The project covered all 71 districts and 820 blocks in the state. The main objectives of the project are to increase productivity, profitability and sustainability of farming systems through effective management of natural resources, agricultural inputs and marketing.

The specific objectives of the project are (i) to conduct customized training as per the need of the area and farmers' groups; (ii) to increase productivity with low cost technologies; (iii) to ensure sustainable agricultural production by using locally available resources; (iv) to give access to on-line weather information and forecasting of disease/ insect occurrence etc.; (v) to provide on-line information on status of crops and yield estimates, risk assessment and management and market rate in local mandis.

Based on the request of the Agricultural Finance Corporation Ltd., MANAGE undertook a mid-term review of the project.

The key objectives were to evaluate the following:

- i) Effect of the CFT on the level of technical knowledge up-gradation of the farmers with respect to cultivation practices, technologies of crops, vegetables and fruits,
- ii) Increase in the level of knowledge up-gradation with respect to live stock management (nutrition, diseases and increase in milk production),
- iii) Increase in the level of knowledge and understanding with respect to Integrated Pest Management (IPM), Integrated Plant Nutrient Management (IPNM) and input availability to the farmers,
- iv) Impact of demonstrations on adoption of improved technology,
- v) Change in Seed Replacement Rate (SRR),
- vi) Effect of soil testing on use of balanced fertilizers,
- vii) Assessment of Farmers' Field Schools,
- viii) Combined effect of the above components on increase in productivity and impact on change in cropping pattern, soil fertility and income of the farmers in case of reduction in cost of cultivation.

Key Findings/Recommendations

1. It was found that CFT was delivered in all the sample districts to all the identified farmers in a highly user-friendly manner.
2. Majority of the farmers felt that the location, methodology adopted, time and duration were convenient to them.
3. Majority of the farmers felt that the CFT contributed to improvement in their knowledge about Crop practices, Seed Varieties, Fruits and vegetables, Livestock, IPM, INM, IPNM, Fodder Management and Natural Resources Management.

4. The study found that maximum change is felt in cattle breed-improvement in most of the blocks followed by disease management. However, feed and nutrition need more emphasis.
5. The study found that the Farmers' Field Schools are highly liked by the farmers who attended the same. However, the awareness about these schools needs to be improved.
6. Utility aspect of CFT is clearly visible in the study area. Over 75% of farmers agreed that CFT was highly useful for them and has changed their income through increased productivity.
7. It was recommended that the CFT may be continued on a larger scale to reach out to majority of the farmers. Currently only 20 farmers from each village are covered under this project.

5.1. Support to State Extension Programmes for Extension Reforms

Extension Reforms in India were pilot-tested in 28 districts of 7 states during November 1998-April 2005 under Innovations in Technology Dissemination (ITD) component of the World Bank funded National Agricultural Technology Project (NATP). This successful experiment served as a basis to launch the Scheme of "Support to State Extension Programmes for Extension Reforms" by the Ministry of Agriculture, Govt. of India to revitalize agricultural extension in all the States to make the extension system decentralized and demand-driven. The Scheme focuses on operationalizing agricultural reforms across the country through new institutional arrangements with restructured autonomous bodies at District/Block level, which are flexible, bottom-up, farmer-driven and promote public-private partnership.

The introduction of reforms in 603 districts of the country necessitated orientation and capacity building on preparation and operational aspects. MANAGE is facilitating the implementation of this Scheme in all the selected districts by initiating various capacity building programmes for the officials of agriculture and other line departments, State Agricultural Universities, KVKs and NGOs.

The earlier institutional mechanism for extension under the Scheme was SAMETI at the State level catering to Training and HRD needs of extension functionaries; Agriculture Technology Management Agency (ATMA) at District level for coordination and management of agricultural extension related work in the District; Block Technology Team (BTT) consisting of line department representatives in the Block and Farmers Advisory Committees (FACs) comprising a group of farmers at Block level to advise and provide inputs to the BTT.

The Scheme was subsequently modified and strengthened as indicated here:

- i) Provision of specialist and functionary support at different levels namely State Coordinator, Faculty and Supporting Staff for SAMETI at State level, Project Director (PD), Deputy PDs and Supporting Staff at District level and Block Technology Manager (BTM) and Subject Matter Specialists (SMSs) at the Block level.
- ii) Innovative support through a 'Farmer Friend' for every two villages;
- iii) Revision in ATMA Cafeteria (i.e. list of extension related activities to choose from) to include additional activities and to provide for enhanced unit costs for some of the activities;
- iv) Farmers Advisory Committees (FACs) at State, District and Block levels to advise and provide inputs to administrative bodies at respective levels;
- v) Support to SAMETIs for creating essential infrastructure,
- vi) Delegation of powers to State level Sanctioning Committee (SLSC) set up under RKVY to approve the State Extension Work Plan (SEWP) prepared under the Scheme.

Capacity Building

In order to address the need for capacity building of District level extension functionaries and to sensitize them to the Modified Guidelines on Extension Reforms, programmes were organized for extension officers on aspects related to implementation of the Modified Guidelines, promotion of Agri Entrepreneurship, promotion of Public-Private Partnership, application of Information and Communication Technologies and other aspects, during the year under review.

5.2. Agriclincs and Agribusiness Centres Scheme (AC&ABC)

On one hand, inadequate quality manpower has been a bottleneck in effective extension service delivery, while on the other hand, a large number of agricultural graduates and diploma holders have not been finding gainful employment. In response, the Ministry of Agriculture, Government of India, launched the Agriclincs and Agribusiness Centres Scheme, a Central Sector Scheme, in association with NABARD in the year 2002, for supporting unemployed agricultural professionals to establish Agri-Clinics and Agri-Business Centres in rural areas as well as to supplement the efforts of public extension by providing extension and other services to the farming community.

Under the Scheme, 72 Nodal Training Institutions (NTIs), selected by MANAGE in various States, impart a 2-month free residential training in Agri-entrepreneurship to the selected agricultural professionals and also provide them one-year handholding support for establishing agriventures. The trained Agripreneurs are also assisted through Start-up loans and Credit-linked back-ended composite subsidy through banks and NABARD.

Salient features

Graduates in Agriculture and allied disciplines from State Agricultural Universities and Central Agricultural Universities/ Universities

recognized by ICAR/UGC; Diploma Holders in Agriculture and allied subjects from State Agricultural Universities or Biological Science Graduates with post graduation in Agriculture and allied subjects and Agriculture related courses at Intermediate (i.e. Plus two) level with at least 55% marks are eligible to avail the benefits under the scheme.

During the training, the candidates are imparted basic knowledge on Agri-Enterprise Management, given exposure to potential agriventures, guided to choose a project based on market survey and provided an opportunity for hands-on work experience thus enabling them to prepare a Detailed Project Report (DPR) for submission to the banks. Post-training, one-year handholding support is provided by the NTI to ensure successful establishment of agriventures.

The project cost ceiling under AC&ABC scheme for the purpose of subsidy has been enhanced from Rs. 10.00 lakhs to Rs. 20.00 lakhs for individual projects and from Rs. 50.00 lakhs to Rs. 100.00 lakhs for group projects (with 5 members). The capital and interest subsidy is replaced with composite subsidy. The subsidy for general candidates is 36 % of the Total Financial Outlay (TFO) and 44 % for SC/ST beneficiaries, women candidates and candidates from North Eastern and Hill States.



Sri. Premchand Mahaveer Managave, Agripreneur, explaining about his floriculture project to State government officials of Maharashtra

Progress during 2011-12

During the period under review, MANAGE trained 4015 candidates the details of which may be seen in the table below:

Progress of Agri-Clinics and Agri-Business Centres Scheme 2011-12

Sl. No.	Name of the State	No. of Applications Received	No. of Graduates Trained	No. of Agri-ventures established	No. of training Organizations
1	Andhra Pradesh	130	213	59	6
2	Arunachal Pradesh	1	1	0	0
3	Assam	27	27	24	2
4	Bihar	109	117	65	6
5	Chandigarh	0	0	0	0
6	Chattisgarh	31	65	29	3
7	Delhi	0	1	1	1
8	Goa	0	0	0	0
9	Gujarat	163	187	53	6
10	Haryana	52	83	17	2
11	Himachal Pradesh	35	65	16	3
12	Jammu and Kashmir	104	103	15	5
13	Jharkand	29	55	16	5
14	Karnataka	211	248	68	4
15	Kerala	24	23	2	1
16	Madhya Pradesh	127	128	52	6
17	Maharashtra	1181	1243	752	12
18	Manipur	27	27	6	1
19	Meghalaya	2	2	1	1
20	Mizoram	0	0	0	1
21	Nagaland	0	0	0	1
22	Orissa	0	0	8	6
23	Pondicherry	17	18	15	1
24	Punjab	67	67	18	4
25	Rajasthan	177	107	72	6
26	Sikkim	0	0	0	0
27	Tamilnadu	462	494	307	9
28	Tripura	0	0	0	0
29	Uttar Pradesh	690	706	541	14
30	Uttaranchal	37	34	1	2
31	West Bengal	0	1	0	3
Total		3703	4015	2138	111*

* number includes non active NTIs

Since inception, MANAGE has received 29256 applications up to 31/03/2012 and trained 28244 candidates.

Progress of Agri-Clinics and Agri-Business Centres Scheme: 2002-12

Sl. No.	Name of the State	No. of Applications Received	No. of Graduates Trained	No. of Agri-ventures established	No. of training Organizations
1	Andhra Pradesh	1282	1192	453	6
2	Arunachal Pradesh	14	11	1	0
3	Assam	393	387	141	2
4	Bihar	2702	2666	874	6
5	Chandigarh	2	2	1	0
6	Chattisgarh	364	258	118	3
7	Delhi	10	10	2	1
8	Goa	5	3	1	0
9	Gujarat	914	888	294	6
10	Haryana	426	409	113	2
11	Himachal Pradesh	358	352	107	3
12	Jammu and Kashmir	1127	1111	144	5
13	Jharkand	457	453	87	5
14	Karnataka	2394	2348	928	4
15	Kerala	180	173	29	1
16	Madhya Pradesh	778	755	216	6
17	Maharashtra	5839	5626	2388	12
18	Manipur	355	354	105	1
19	Meghalaya	5	5	2	1
20	Mizoram	34	34	0	1
21	Nagaland	150	147	13	1
22	Orissa	548	506	103	6
23	Pondicherry	79	75	45	1
24	Punjab	363	360	115	4
25	Rajasthan	2408	2298	824	1
26	Sikkim	0	0	0	0
27	Tamilnadu	2310	2240	1075	9
28	Tripura	3	1	0	0
29	Uttar Pradesh	5143	5015	2460	14
30	Uttaranchal	248	232	50	2
31	West Bengal	365	333	53	3
Total		29256	28244	10742	111*

*Includes non-active NTIs

Establishment of Agri-Clinics and Agri-Business Centres

While since inception till date 10742 out of the 28244 trained candidates established Agri-ventures indicating a success rate of only 38.03%,

during the period under review 2138 out of the 4015 trained candidates have established agriventures indicating a higher success rate of 53.25 %. The following table illustrates this development:

Sl. No.	Year	No. of Trained Candidates	No. of Agri-ventures established	Percentage over number trained
1	2002-03	3058	416	13.60
2	2003-04	1110	457	41.17
3	2004-05	2977	783	26.30
4	2005-06	2902	1415	48.75
5	2006-07	3149	1081	34.32
6	2007-08	2742	1039	37.89
7	2008-09	2503	1010	40.35
8	2009-10	2564	1111	43.33
9	2010-11	3224	1292	40.07
10	2011-12	4015	2138	53.25
Total		28244	10742	38.03



Mr. Nagaraju an Agripreneur from Bengaluru advising sheep farmers

The activity-based categorization of Agri Clinics and Agri Business Centres during 2011-12 may be seen in the table below:

Activity-wise Categorization of Agri-Clinics and Agri-Business Centres

Sl. No.	Name of the Project	Total
1	Agri-Clinics	261
2	Agri-Clinics and Agri-Business Centres	699
3	Animal Feed Unit	5
4	Bio-fertilizer production and Marketing	1
5	Contract Farming	7
6	Cultivation of Medicinal Plants	8
7	Direct Marketing	5
8	Farm Machinery Unit	62
9	Fisheries Development	38
10	Floriculture	7
11	Horticulture Clinic	22
12	Landscaping + Nursery	9
13	Nursery	71
14	Organic Production/Food Chain	16
15	Agro Ecotourism	2
16	Value Addition	21
17	Seed Processing and Marketing	30
18	Soil Testing Laboratory	17
19	Tissue Culture Unit	2
20	Vegetable Production and Marketing	22
21	Vermicomposting / Organic manure	27
22	Veterinary Clinics	235
23	Crop Production	6
24	Dairy/Poultry/Piggery/Goatery	541
25	Rural Godown	4
26	Sericulture	3
27	Mushroom Cultivation	4
28	Apiary	10
29	Fishery clinic	1
Total		2138



Mr. Parsana Tushar K, an Agripreneur from Gujarat, advising a farmer about cotton crop



Mr. Raj Sanjitkumar Pratap Sing, Agripreneur, creating awareness on nutrient uptake of plants

Progress of the Scheme in Jammu and Kashmir

In Jammu and Kashmir, there are five NTIs imparting training to Agriculture and allied professionals under the Scheme. During 2011-12, a total of 103 candidates were trained, out of which 15 candidates have established Agriventures.

Since launching of the AC&ABC Scheme, 1127 applications have been received, 1111 candidates were trained and 144 Agriventures have been established. The Prime Minister's reconstruction package for Jammu and Kashmir announced that 500 candidates would be trained under the Scheme and the target has been achieved.

Progress of the scheme in North-East States

In the North-East, four NTIs are imparting training to Agriculture and allied professionals under the scheme. During 2011-12, a total of 57 candidates were trained of which 31 candidates have established Agriventures. Since launching of the Scheme, a total of 954 applications have been received, 939 candidates were trained and 262 Agriventures have been established.

Launching of "Agripreneur" - an e-bulletin

The Centre for Agri-Entrepreneurship Development (CAD), MANAGE launched an e-bulletin "Agripreneur" on 3rd October 2009 to cater to the information needs of the increasing

number of stakeholders. This e-bulletin is being mailed to over 4500 stakeholders and is accessible online too. The Bulletin disseminates news on emerging developments, innovations, success stories and learning experiences in the field of Agri Entrepreneurship on a bi-monthly basis across the globe.

Information Dissemination on the Web

The AC&ABC website at www.agriclinics.net provides information on Nodal Training Institutions, Trained Candidates, Established Ventures, Sanctioned and Pending Projects. This information is updated on a weekly basis. Access to the database is also provided to NABARD and Nationalized Banks to update online the data on pending projects, status of disbursement of loans and subsidy.

Refresher Training Programmes under AC&ABC Scheme

During the year 2011-12, MANAGE organized 22 Refresher Training Programmes for 517 established Agripreneurs all over the country. The training focused mainly on Sensitization on the revised AC&ABC guidelines, documentation of success stories, business networking among Agripreneurs and preparation of bankable projects for new/diversified enhanced business activities of Agripreneurs.



Refresher Training Programme at Pune conducted during 28-30 November 2011

Annual Workshops for Nodal Training Institutions

MANAGE organized 4 workshops during the year 2011-12 for Nodal Training Institutions of AC&ABC Scheme at Jhansi, Madurai, Pune and MANAGE wherein Nodal Officers along with AC&ABC Training Coordinators participated. The workshops focused on revised guidelines, quality

of training, DPR preparation and handholding besides performance review of the NTIs. Fourteen new NTIs/Regional Centers were added during the year 2011-2012 in the States of Chattisgarh, Gujarat, Karnataka, Maharashtra, Pondicherry, Rajasthan, Tamilnadu, Uttar Pradesh, and Uttaranchal.

5.3. Kisan Call Centre

The challenges before Indian agriculture are immense. In order to respond to these challenges, greater attention is required towards Information Technology and Communication among researchers, extensionists and farmers. Continuous two-way interaction between farmers and agricultural scientists is one of the critical components of agricultural extension.



A view of the Kisan Call Centre

The DAC, MoA, Govt. of India launched Kisan Call Centers (KCC) on 21st January 2004 across the country with a view to leverage the nation-wide telecom infrastructure to deliver extension services to the farming community. The purpose of these KCCs is to respond to issues raised by farmers on agriculture and allied aspects, instantly, in the local language. The questions are answered by Subject Matter Specialists from the State Agricultural Universities and the concerned State Departments. Currently, there are 25 such Centers operational across the country.

Operational Mechanism

The Kisan Call Centre operates at three levels – viz., Level-I, Level-II and Level-III. The farmer is required to dial a four-digit toll-free number 1551 or 1800-180-1551 for seeking advice. Once the farmer's call lands at the designated Call Center for the State, it is attended to first by Level-I functionaries, who take down the basic information and respond to the farmer's query.

If the questions cannot be answered at Level-I, the ones related to Crop Technology will be escalated to designated Subject Matter Specialists of SAUs/ICAR, while those related to Programmes/Schemes are escalated to Technical officials of State Departments of Agriculture, Animal husbandry, Horticulture, Fisheries, Marketing etc. functioning at Level-II.

If the questions cannot be answered even at Level-II, these are escalated to a designated Institute of DAC, MoA, GoI, functioning at Level-III in the respective State. The Level-III Institution responds to the farmer's question by post or telephone within 72 hours of its receipt.

Role of MANAGE

MANAGE has been identified as one of the Level-III institutions by the Ministry and is responsible for coordinating the functioning of KCC in Andhra Pradesh. MANAGE organizes training programmes for Level-I and II functionaries in AP.

Details of Calls received

The details of calls received** during the period April 2011 to March 2012 in the State of Andhra Pradesh may be seen in the table:

S.No.	Month and Year	Calls
1	April, 2011	1481
2	May, 2011	4668
3	June, 2011	4367
4	July, 2011	4813
5	August, 2011	5184
6	September, 2011	5032
7	October, 2011	4154
8	November, 2011	5009
9	December, 2011	5081
10	January, 2012	4292
11	February, 2012	2578
12	March, 2012	4010
Total Calls		50669
Average Calls per month		4222

** Source: Monthly Operations Report of KCC for DAC, MOA, GoI by TCIL

Training Programmes

Details of Training-cum-Review Workshops conducted during 2011-2012 are as follows:

Sl. No.	Date	Venue	No. of Participants
1	May 5, 2011	MANAGE	15
2	July 25, 2011	Department Animal of Husbandry, Hyderabad	31
3	November 30, 2011	ATIC, ANGRAU, Hyderabad	22
4	December, 22, 2011	MANAGE	16
5	January 27, 2012	Dept of Fisheries, Hyderabad	25
6	February 9-10, 2012	DRR, Hyderabad	5
7	February 24, 2012	MANAGE	12
8	March 26-27, 2012	MANAGE	12

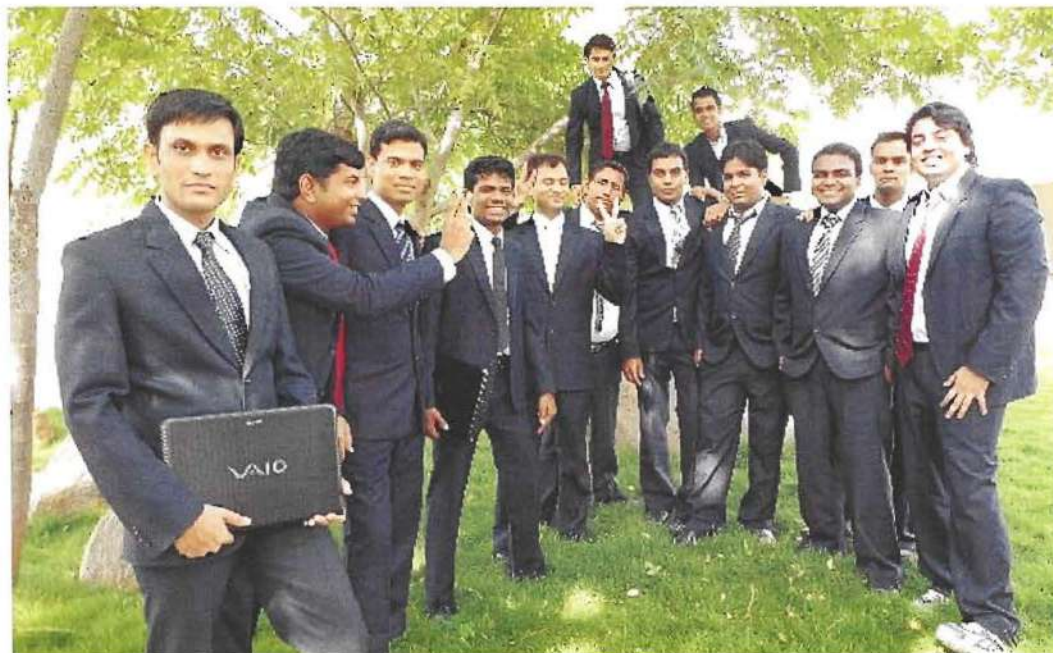
6.1 Post-Graduate Diploma in Management (Agri Business Management) [PGDM (ABM)]**Genesis**

The policy of economic reforms has brought structural changes in the economy, resulting in major shifts in the Indian agricultural scenario. The primacy of subsistence orientation is yielding place to commercialization, opening up vast opportunities for value addition, packaging and exports of agricultural products, with strikingly high levels of technology. The policies of globalization have opened up unprecedented opportunities as well as great challenges. As a result, a number of opportunities for agribusiness have emerged. These and other concomitant forces of change are placing significant demand for managerial skills in the Agribusiness sector.

The agribusiness sector has vast potential to grow both in the domestic as well as international arena. One of the critical inputs to achieve this potential and to drive change is competent 'Techno-managerial manpower'. In response, MANAGE has been offering a two-year full time residential Post Graduate Diploma in Management (Agri Business Management) since 1996 on a self-financing basis. The Programme has a strength of 60 students and has the recognition of All India Council for Technical Education (AICTE).

Objectives

The programme aims to prepare business leaders and techno-managers for careers in sectors related to Agriculture, Food, Agri-input, Agri-banking, Retail, Supply Chain Management etc.



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 professionals;
- ♦ To equip students with adequate knowledge, suitable skills and right attitude for managerial decision-making in the Agribusiness sector;
- ♦ To encourage entrepreneurial spirit and mould the youngsters into effective catalysts of change in agriculture.

Admission Process

Three apex institutions under the Ministry of Agriculture, Govt. of India viz., (i) National Institute of Agricultural Extension Management (MANAGE), Hyderabad, (ii) Chaudhary Charan Singh National Institute of Agricultural Marketing (CCS-NIAM), Jaipur and (iii) National Academy of Agricultural Research Management (NAARM), Hyderabad, jointly launched a new initiative of Joint Entrance Test – Agri Business Management, 2011 (JET-ABM, 2011) for selection of candidates for their respective programmes. The purpose of JET-ABM was to build a brand for the increasingly important area of agri business management. This joint effort was expected to eventually result in more

convenience for students who will now need to appear only for one examination instead of three. The Principal Coordinator of PGDM (ABM), MANAGE, was chosen as the Chairman of the Joint Admission Committee to conduct JET-ABM, 2011.

MANAGE has adopted objective criteria for short-listing and selection of candidates which include JET-ABM Score, Academic Record, Work Experience, Group Discussion, Paper Writing, Extempore/Micro Presentation and Personal Interview. All the details pertaining to the procedure of selection, criteria adopted for admission, merit list of candidates, etc. were made available on the website for the sake of transparency.



Students involved in a Group Discussion

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 114-credit load. Thirty-nine subjects broadly distributed into basic, functional, sectoral and general courses are covered in the curriculum. Courses with focus on Agribusiness Management include Agri-inputs Marketing, Agri-export Management and International Trade, Procurement Management, Supply Chain Management, Rural Advertising and Communication, Commodity Futures Trading, Participatory Extension Management, Quantitative Aids for Agribusiness, Food Retailing, Micro-Finance, Rural Credit, Agri-Finance and Banking etc.



Summer Internship

In order to provide practical field experience to the students along with an opportunity to work on live projects, the fourth trimester is devoted to 'Summer internship', wherein they work on a project under the professional guidance of experts

from the Agribusiness companies. This helps the students to refine their knowledge and sharpen their managerial skills. These projects carry 10 credits and are evaluated for 100 marks by the company executive. All the students of the 2010-12 batch were placed for Summer Internship. The interns are paid project related as well as out of pocket expenses. The payment to the interns varied from Rs.7000/- to Rs.45000/- per month. The list of companies, which offered internship to the students, is as under:

Sl.No.	Company
1.	Axis Bank Ltd.
2.	BASF India Ltd.
3.	Biostadt India Limited
4.	Coromandel International Ltd.
5.	Dhanuka Agritech Ltd.
6.	DSCL
7.	EI Dupont India Ltd.
8.	Godrej Agrovet Ltd.
9.	IFMR Trust
10.	Monsanto India Ltd.
11.	MTR Foods Pvt Ltd.
12.	NCDEX Ltd.
13.	Netafim Irrigation India Pvt.Ltd.
14.	Sharp Menthol India (P) Ltd.
15.	Suguna Poultry Farm Ltd.
16.	Tata Rallis India Ltd.
17.	United Phosphorus Limited
18.	Zuari Industries Ltd.



Students' interaction with Farmers

Industrial Visit

The students undertake an industrial visit in the fifth trimester. The objective of the visit is to approach new companies and appraise them about the unique features and strengths of the PGDM (ABM). It also provides an opportunity to explore possibilities for both final placements for the second year students and summer internship for successive batches with the companies. Students of the 2010-12 batch visited over 200 companies and made presentations to the senior executives of various companies.

Final Placement

The final placement of all the students of the 2010-12 batch was completed in the first fortnight of January 2012. Thirty-five companies visited the campus and recruited 59 students. One student opted for higher studies. The placements were offered with a CTC in the range of Rs 5.00-13.75 lakhs per annum with average CTC being Rs.6.92 lakhs per annum.

The list of companies, which recruited the students from the campus, is as under:

Sl.No.	Company
1.	Axis Bank Ltd.
2.	BASF India Ltd.
3.	Champion Agro
4.	EI Dupont India Ltd.
5.	FINO
6.	Fullerton India
7.	IDBI Bank
8.	Krishidhan Seeds
9.	MARS
10.	Metro
11.	Monsanto India Ltd.
12.	MTR Foods
13.	Netafim Irrigation India Pvt.Ltd.
14.	National Spot Exchange Ltd.
15.	PWC
16.	Raasi Seeds
17.	Sahej
18.	Sresta
19.	Sumitomo Chemicals
20.	Tata Chemicals
21.	Tata Rallis
22.	UPL
23.	US Agri Seeds
24.	Yes Bank
25.	Zuari Industries

Rating of PGDM (ABM) during the period under review

The rankings of PGDM (ABM) of MANAGE by various magazines may be seen below:

- 16th Overall ranking in India's Best B-Schools (Careers 360)
- Best in Management Development Programme (Careers 360)
- Best in Student Diversity factor (Careers 360)
- 3rd rank in faculty experience (Careers 360)
- Ranked in A1 League (Business Standard)
- Best in Governance at par with IIMA (Business Standard)
- 3rd Best Sectoral B-School (Outlook)
- 1st in Agribusiness Management (Outlook)

Programme Management

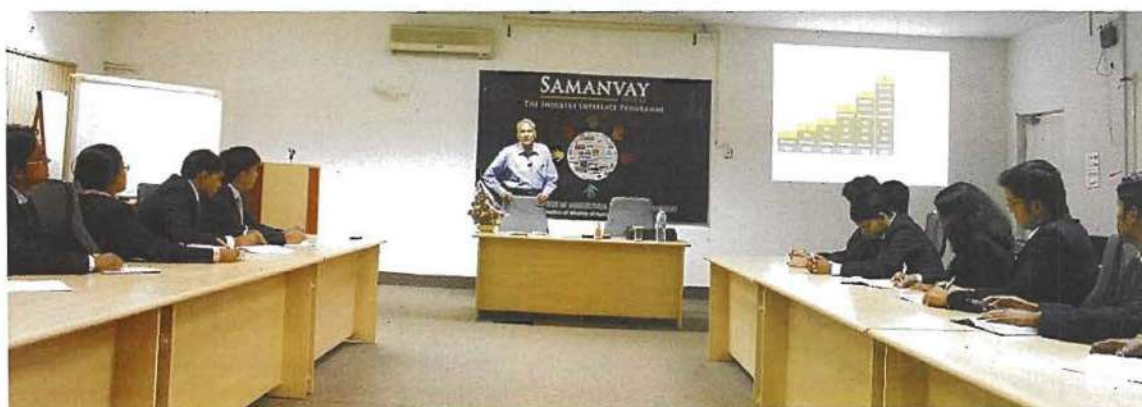
The programme is guided by the Academic Committee, Examination Committee and Appeals Committee.

Interaction with Business Leaders

Industry interface is an important activity of this programme wherein eminent persons from the Industry and Academia are invited to interact with the students. Some of the executives who interacted with students during the reported year are:

1. Mr. Mark Kahn – EVP, Godrej Agrovet Limited
2. Mr. Sherezad Irani – VP Procurement, Mondelez India
3. Ms. Kalpana P. Ramakrishna – Head (HR & Administration), Makhteshim-Agan India Pvt. Ltd
4. Mr. M.P. Punia – Business Leader (Marketing) Development & Technology Transfer (South Asia), Dow Agrosiences India Pvt. Ltd.
5. Mr. Ajay Kakra – Associate Director, ANR team, PwC India
6. Mr. Sunjay Singh – Senior Manager, ANR team, PwC India

7. Ms. Manjunath M S – Leader, Business Creation (Cold chain), Ingersoll Rand International (India) Ltd.
8. Mr. Ravi Prasad – President (Marketing Fertilisers & SND –HYD), Coromandel International Ltd.
9. Mr. Ramesh Chand – EVP South, NCDEX
10. Ms. Bharavi Mishra – AVP, NCDEX Spot
11. Mr. Amit Singh, ITC
12. Mr. R.R. Govindan –VP, GAVL, Director Oil Palm
13. Mr. Vinayak Sharma – GM Marketing, Advanta seeds
14. Mr. J.S. Yadav – COO, Premium farm Fresh
15. Mr. K.V.S. Narasimha Rao, Reliance Fresh
16. Mr. Ram Kumar – CEO, Spencers Retail (RPG Group)
17. Mr. Ramesh, Alltech India Ltd.
18. Mr. Dinesh Bhosale – Director, Sales, India, AB Vista
19. Mr. Sreeram Chillapa – CEO, Sterling Agro
20. Mr. Rajshekar Reddy Seelam – MD, Sresta
21. Mr. K.S. Narayanaswamy – Chairman & CEO, GEO Biotechnologies India Pvt. Ltd.
22. Mr. Y. Harish Chandra Prasad – Group Chairman, Malaxmi Group
23. Mr. B. Pavan Kumar – Chief Executive Officer (Agri Business Vertical), Malaxmi Group
24. Mr. Yashwant Mukund Bhaid – GM, NCFL
25. Mr. P. Gopala Krishna – Retail Head, Coromandel International Ltd.
26. Mr. Ramesh Kaul – GM Sales & Marketing, Rasi seeds
27. Mr. M. R. Suresh – Executive Director, Krishidhan seeds
28. Mr. Gaurav Vyas – Manager (HR), Krishidhan seeds
29. Mr. Ujwalkanta Senapati – Country Manager, Olam International
30. Mr. Dharmender Kumar – CEO, Godrej Seeds & Genetics Ltd.
31. Ms. Kalpana – Manager, Transgraph.



An interactive session with a Business Leader

Participation in Events

Apart from academics, students participated in various competitions organized by other institutions and won laurels. Details are given hereunder:

1. 'Green initiative ideas for sustainable agriculture'- KRONOS, a competition conducted by IIM-A in November 2011. This was in two phases; Five teams made it to the finals and MANAGE got the 1st prize.
2. 'Chakravyuh', a National business plan competition at 'ADVAIT-2011, an Annual Entrepreneurship Summit' was organized by IIM Indore, in December 2011. MANAGE bagged the 1st prize.
3. 'OJAS-2012'; a B-plan Competition under 'MPOWER', was conducted by SPJIMR in January 2012 in 3 phases; 6 teams from five B-schools made it to the finals and MANAGE got the 1st prize.
4. 'Prakriti', the Agri Food and Innovation Fest organized by IIT, Kharagpur in March 2012, conducted an online quiz competition in which MANAGEites got 1st, 2nd and 4th ranks.
5. 'Manthan', a case study competition was organized by IIT Kharagpur in March 2012. The competition was in two phases; 7 teams made it to the finals and MANAGE got the 1st prize.
6. 'R-idea 2012', a National level B-plan competition was organized by G.H.Raisoni School of Business Management, Nagpur in March 2012, where MANAGE got the 1st prize.
7. 'Inspirus 2012', a National level B-plan competition was organized by NIMS Mumbai and MANAGE won the 1st prize.
8. 'Sanskriti 2012', was organized by the Institute of Public Enterprise in March 2012, where MANAGE got the 1st prize.
9. 'Yukti 12', was organized by Thiagarajan School of Management, Madurai in March 2012 and MANAGE was the winner.
10. 'Chanakya neeti'- Business Case Study competition was organized by SIMSREE, Mumbai, in February 2012 and MANAGE won the first prize.
11. 'ASMANJAS', a case study competition was organized by IRMA, Anand in February 2012 where MANAGE students were Finalists.



6.2 Diploma in Agricultural Extension Services for Input Dealers (DAESI)

There is growing recognition that public extension by itself cannot meet the specific needs of various regions and different types of farmers. The new extension regime recognizes the role of multi-agencies such as Public Extension Services, Private Extension Services including Community-Based Organizations, Para Extension Workers, Agripreneurs, Input Dealers, Agribusiness Organizations and Mass Media in delivery of extension services.

Among other multi agencies, there is a large nation-wide network of about 2.82 lakh Agri-Input Dealers, who are a prime source of farm information to the farming community besides supply of inputs and credit. Nearly 90% of the Agri-Input Dealers operating in our country do not have any formal Agricultural education. Majority of these dealers are basically businessmen who know about different market forces but do not have basic knowledge of Agricultural practices/technology and Laws related to handling of Agricultural inputs. Therefore, it was felt that if they were provided the required knowledge and transformed as Para-extension professionals, they could make a valuable contribution and thereby bring in a paradigm shift in Indian Agriculture.

Keeping this in view, MANAGE designed a one-year “Diploma in Agricultural Extension Services for Input Dealers (DAESI)” programme for Agri-input dealers. The programme is designed to impart formal agricultural education to the Dealers with an objective to transform them into Para-extension professionals to enable them to serve the farmer better. The course is organized on a self-financing basis with a fee of Rs.20,000/- per input dealer.

Programme Objectives

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

- Capacity building of Input Dealers in efficient handling of inputs.
- Imparting knowledge about 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.

The programme envisages benefits by way of capacity building of input dealers in terms of technical aspects and communication skills so that they can impart proper technical advice to the farmers and also to improve awareness of the dealers themselves regarding their regulatory responsibilities.

Methodology

The programme is of 36 credit hours and organized on a Distance Education mode with classroom interactions in the respective district and field visits on every Sunday (market holiday) for 48 Sundays. Experts use Multi-media instructional devices in classrooms for delivery of teaching inputs and study material is also provided.

Content and Coverage

The programme is designed to suit the requirements of input dealers of 10+2 standard. The focus is on technical aspects of agriculture and allied areas, extension management, individual development and legal aspects. The entire Course is divided into twelve modules covering the following topics:

- Agro-climatic conditions, soils, soil analysis, land use planning, Integrated Nutrient Management (INM), Integrated Pest Management (IPM), farm mechanization and Crop Production Technology in respect of all major crops being grown in the district, including horticultural crops, floriculture, etc.

- Extension Education, Extension Methods, Diffusion and Adoption of Innovations, Role of Mass Media, Personality development aspects such as Communication and Leadership skills, Meditation etc.
- Business Principles, Business Ethics and general topics like National Integration, Privatization, Liberalization, Globalization, WTO regime etc.
- Laws related to Agricultural Inputs, Essential Commodities Act, Consumer Protection Act etc.

Evaluation

Each input dealer is evaluated based on his performance in the bi-monthly quiz, half yearly exam, annual exam and a final practical examination. The practical exam comprises of

evaluation of the record book containing drawings/sketches of symptoms caused by pests, diseases and nutrition deficiencies, skill demonstration, identification skills and a viva-voce.

In order to qualify for the diploma, the candidates should have minimum 80 % attendance and secure 40 % marks.

Progress

During the period under review, twelve programmes were completed covering 431 input dealers. Of these, 247 input dealers were from Andhra Pradesh and 184 from Odisha. State Government of Odisha availed 75% of the Course fee from the funds of Rashtriya Krishi Vikas Yojana (RKVY) thus reducing the fee burden on the input dealers. Since inception of the programme in the year 2003 till date, MANAGE awarded the Diploma to 2476 input dealers.



Input Dealers on a Field Visit

6.3 Post Graduate Diploma in Agricultural Extension Management (PGDAEM)

The demand on the public extension system for dissemination of new technology calls for up-gradation of both technical and extension skills of extension functionaries. Extension personnel at district and block levels in the field of agriculture and allied sectors need to be transformed into a vibrant and useful knowledge force to bring about the desired changes in the agriculture sector. Accordingly, MANAGE launched a Post Graduate Diploma in Agricultural Extension Management (PGDAEM) in 2007 for agricultural extension functionaries on a distance learning mode. The programme is sponsored by the Department of Agriculture and Cooperation, Ministry of

Agriculture, Government of India under the Scheme of "Support to State Extension Programs for Extension Reforms".

Objectives of the Programme

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

The programme was earlier open only for extension functionaries of agriculture and line departments working in State, Centre and UTs. The course fee of Rs.15000/- per candidate is met out of the funds provided for State Extension Work Plan (SEWP). However, in response to the requests received from private extension functionaries, admission to PGDAEM has been opened to extension functionaries working with the agribusiness companies, NGOs, cooperatives, farmers' organizations, agri-entrepreneurs, input dealers etc., from the year 2008-09 on payment of Rs.25,000/- towards course fee.

The duration of the programme is of one year, spread over two semesters with a 32-credit load.

In each semester, Contact classes are held at SAMETI or at an identified institute within the State. The programme is conducted on a distance-learning mode supported by printed study material, contact classes and assignments. All the study material along with topics for assignments is accessible on MANAGE website. The candidate is required to complete one assignment in each course in a semester, one Project Report in the second semester and pass the term-end examinations in respective semesters. Guidelines for conducting contact classes, writing assignments and project work were prepared and placed on the website.



Contact Classes at SAMETI



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)

Admission to the Programme

During the period under review, admission process was completed for the 4th and 5th batches of PGDAEM. Applications were received from 23 States/UTs. A total of 1188 and 1522 candidates were found eligible for admission for the 4th and 5th batches respectively.

During October 2011, PGDAEM Certificates were distributed to 1135 candidates who successfully completed the programme during the years 2007-08, 2008-09 and 2009-10.

The Library of MANAGE provides information services and facilities to support training, teaching, research and consultancy programmes. The Library has a collection of books, journals, reports, videocassettes, CDs in agriculture and allied areas and provides access to on-line databases.

Information Resources

The repository of books and journals supports research and training areas of agriculture and allied areas and also meets the needs of the students in the management education programme. The focus areas include agricultural extension, agricultural economics, management, marketing, research methodology, project management, natural resource management, participatory approaches, human resource development, gender, agribusiness, trade, information technology, etc. A number of newsletters are received in the Library from national and international organizations.

Electronic Databases

The Library subscribes to databases in the areas of agriculture and allied subjects, business and trade. These include: (i) India Trade, which gives access to India's foreign trade statistics and other trade related data, (ii) PROWESS, a database of Indian companies, (iii) India Stats, an online database of statistics on India and (iv) Business Source Elite an e-journal database.

Library Automation

Library activities have been automated using e-Granthalaya - a library management software - which enables online access to the database of books and journal articles. The library periodically alerts faculty to the new resources added to the collection by way of articles published in current journals and new books. Reference services, literature search and assistance in accessing and using the information resources are also provided.



Publications

MANAGE brings out the "Journal of Agricultural Extension Management" (half-yearly) for dissemination of information relating to extension systems and practices, research on extension, efficient organization of technology transfer and other socio-economic issues concerning agriculture and allied areas for the benefit of policy makers, scientists and extension functionaries. During 2011-12, two issues of the journal were published. Six issues of the MANAGE Bulletin - a newsletter- were also published.

Information Technology Support

The information technology centre is equipped with 95 systems connected to one leased line of twelve mbps with 24 hrs Internet

connectivity. Video-conferencing facility is available to facilitate communication with Ministry Officials, SAMETIs, some NTIs under AC&ABC Scheme and various other institutions.

MANAGE on the Web

The website of MANAGE at www.manage.gov.in provides the latest information on its training and education programmes, projects and publications. The Training Calendar is available online giving access to details on annual training programmes. Information about various schemes implemented by MANAGE viz. Extension reforms, AC&ABC and Kisan Call Centre along with updates on Research and Consultancy. projects taken up by MANAGE are available online.



The quarterly and half-yearly meetings of the Official Language Implementation Committee at MANAGE were conducted regularly and the reports were sent to the Department of Official Language, Ministry of Agriculture and the Department of Official Language, South Block, Bangalore.

All correspondence regarding announcement of various training programmes organized by MANAGE with the states coming under "Region A" of Official Language Rules is in Hindi. The correspondence regarding dispatch of material, organizing contact classes and examinations etc. of PGDAEM is also in Hindi.

Hindi Week was organized during September 11-15, 2011 and Hindi Day was celebrated on 14th September 2011. Various competitions were organized and prizes distributed to the winners on Hindi Day. Dr. (Mrs.) Anita Pande, Assistant Director (Official Languages), NIRD,

Rajendranagar, Hyderabad was the chief guest for Hindi Day celebrations.

The Annual Report and the Annual Accounts for the year 2010-11 were prepared in a bilingual format. The Hindi content on MANAGE website was updated regularly. Information pertaining to the PGDAEM programme was prepared in bilingual form and uploaded on the MANAGE web site. Keeping in view the demand for self-learning material in Hindi from the PGDAEM candidates, the material of the first semester for 12 blocks of 5 courses was translated into Hindi, printed and distributed to the candidates from Bihar, Chattisgarh, Diu, Jharkhand, Maharashtra, Madhya Pradesh, Haryana, Himachal Pradesh, Uttar Pradesh and Uttarakhand. As the remaining course material is being revised, the new material will also be translated into Hindi and printed, along with English reading material.



Hindi Day Celebration



Administration and Accounts

The general supervision of MANAGE is vested with the General Council and the Executive Council. The Hon'ble Union Minister for Agriculture presides over the General Council. There are two Vice Presidents of 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, approves the annual budget and the annual report, and amends the rules and regulations of MANAGE with the approval of GoI. The composition of the General Council of MANAGE is given in **Annexure – I**.

Subject to the overall control and directions of the General Council, the Executive Council ensures implementation of the activities of MANAGE in accordance with the Rules and Bye Laws. The Executive Council consists of 8 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**.

The Director General is appointed by the Government of India and is the Chief Executive responsible for the smooth and proper functioning of the Institute. He exercises power under the directions and guidance of the Executive Council. The Director General is assisted by Faculty, Administration, Accounts and Engineering Wings.

Faculty

There are five Directors, five Deputy Directors, four Assistant Directors, four 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 Director (Administration) in-charge and Office Superintendents in general administrative matters and by Assistant Accounts Officer in finance and accounts matters. Administration covers service units such as Health, Security, Transport, Catering, House Keeping, Public Relations and Stores.

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 2011-12 have been prepared and audited by the Accountant General, Andhra Pradesh.

ANNEXURES

Composition of the General Council of MANAGE (as on 31/03/2012)

Rule No.	Composition of General Council	Sl. 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 for Agriculture, MOA, GOI and Secretary, Department of Agriculture & Cooperation, Ministry of Agriculture, GOI	2	Shri Arun Yadav Hon'ble Minister of State for Agriculture Ministry of Agriculture Krishi Bhawan, New Delhi – 110 001
		3	Shri. P.K. Basu, IAS Secretary (Agriculture & Cooperation) Dept. of Agriculture & Cooperation, Ministry of Agriculture, Govt. of India, Krishi Bhawan, New Delhi - 110 001
iii	One person from non-official Institution in India working in Agricultural Development and Allied fields – to be nominated by the President of MANAGE as member	4	Vacant
iv	Three eminent persons who have made noteworthy contributions in the field of agricultural development and allied subjects.	5	Vacant
		6	Vacant
		7	Vacant

Rule No.	Composition of General Council	Sl. No.	Name & Address of the Member
Ex Officio Members			
v	Director General, NIRD	8	Director General National Institute of Rural Development Rajendranagar, Hyderabad - 500 030
vi	Director General, NIAM	9	Sri G.C. Pati, IAS Addl Secretary & Director General I/c National Institute of Agricultural Marketing (NIAM) Kota Road, Bambala, Near Sanganer Jaipur - 303 906.
vii	Director General, ICAR	10	Dr. S. Ayyappan Secretary & Director General Indian Council of Agricultural Research, Krishi Bhawan, New Delhi - 110 011
viii	Additional Secretary and Joint Secretary in charge of Extension and Financial Adviser in the Ministry / Department of Govt. of India dealing with MANAGE	11	Shri V Venkatachalam, IAS Addl. Secretary (Agricultural Extension) Dept. of Agriculture & Cooperation, Ministry of Agriculture Krishi Bhawan, New Delhi - 110 001
		12	Shri Sanjeev Gupta, IAS Joint Secretary (Agricultural Extension) Dept. of Agriculture & Cooperation, Ministry of Agriculture, Krishi Bhawan, New Delhi - 110 001
		13	Shri A.S. Lamba, IAS AS & Financial Adviser Dept. of Agriculture & Cooperation, Ministry of Agriculture, Krishi Bhawan, New Delhi - 110 001
ix	Agriculture Commissioner, Govt. of India, Department of Agriculture and Cooperation, New Delhi	14	Dr Gurbachan Singh Agriculture Commissioner Department of Agriculture & Cooperation Ministry of Agriculture, Krishi Bhawan, New Delhi- 110 001
x	Secretary in the Department of Planning Commission, Govt. of India or nominees not below the rank of Joint Secretary to the Govt. of India	15	Mrs. Sudha Pillai, IAS Secretary, Planning Commission, Govt. of India Yojana Bhavan, New Delhi - 110 001

xi	Four Secretaries to the State Governments / Union Territories In charge of Agricultural Production (in rotation) or their nominees not below the rank of Deputy Secretary to the State Govt.	16	Vacant
		17	Vacant
		18	Vacant
		19	Vacant
xii	Two 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 Agriculture or an officer of equivalent rank.	20	Vacant
		21	Vacant
xiii	The Director General of MANAGE appointed by the Government of India, Ministry of Agriculture (Ex Officio Member & Member –Secretary)	22	Shri Sanjeev Gupta, IAS Director General National Institute of Agricultural Extension Management (MANAGE) Rajendranagar, Hyderabad -500 030 (AP)
xiv	Two Vice-Chancellors of Agricultural Universities (by rotation) or their nominees not below the rank of Director (Ex-officio Members)	23	Vacant
		24	Vacant

Composition of the Executive Council of MANAGE (as on 31.3.2012)

Rule No.	Composition of Executive Council	Sl. No.	Name & Address of the Member (Chairman, Officials & Non-official Members)
5.I(i)	Ex-Officio Members :		
a)	Secretary (Agriculture & Cooperation) as Vice President of MANAGE shall be Chairman of the Executive Council	1	Shri. P.K. Basu, IAS Secretary (Agriculture) Dept. of Agriculture & Cooperation Ministry of Agriculture, Govt. of India Krishi Bhawan , New Delhi - 110 001
b)	Additional Secretary incharge of Extension in the Ministry/ Department, GoI dealing with MANAGE shall be the Vice-Chairman of the Executive Council	2	Sri V Venkatachalam, 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 Sanjeev Gupta, IAS Director General National Institute of Agricultural Extension Management (MANAGE) Rajendranagar, Hyderabad - 500 030
d)	Joint Secretary incharge of Extension and Financial Adviser in the Ministry/ Department, Government of India dealing with MANAGE	4	Shri Sanjeev Gupta, IAS Joint Secretary (Agricultural Extension) Dept. of Agriculture & Cooperation Ministry of Agriculture, Govt. of India Krishi Bhawan, New Delhi - 110 001
		5	Shri A.S. Lamba, IAS Financial Adviser Dept. of Agriculture & Cooperation Ministry of Agriculture Krishi Bhavan, New Delhi-110 001
e)	<u>Non-official Members</u> Five eminent persons who have made note-worthy contributions in the fields of agricultural development/allied subjects to be nominated by Government of India from among the members of the General Council	6	Vacant from 06/11/2011
		7	Vacant from 06/11/2011
		8	Vacant from 17/2/2007
		9	Vacant from 17/2/2007
		10	Vacant from 17/2/2007
f)	Two members to be nominated by the General Council from among the non-official members of the General Council	11	Vacant from 26/4/2010
		12	Vacant from 26/4/2010

PROFILE OF MANAGE FACULTY AND OFFICERS

Director General



Shri Sanjeev Gupta, I.A.S.

Director General

Joint Secretary (IT, Policy and Extension),
Ministry of Agriculture & Cooperation, Government of India and
Director General, MANAGE

MANAGE Faculty and Officers



Dr. V.P. Sharma, Director (ITDP)

M.Sc. (Statistics); M.A. (Economics); MBA (Operations Management); Ph.D.

Experience: Total 32 years: 23 years at MANAGE. Major areas: Applications of Information and Communication Technologies (ICTs), Mass Media and Print Media in Agricultural Extension, including Livestock, Horticulture and Fisheries Extension. Developing, pilot testing, implementing and monitoring new models of e-extension. e-Networking of Institutes, Agricultural Knowledge Resources. Undertaking consultancy studies/ evaluation studies on e-Extension and Documentation related issues. Providing need-based policy planning and monitoring support to Government Agencies/ Departments.



Dr. Vikram Singh, Director & Principal Coordinator - PGDM (ABM)

M.A. (Psychology), M.Phil; Ph.D.

Experience: Over 27 years, of which 9 years as Director in MANAGE in the areas of Organizational Behavior and Process Skills. Served as Principal Coordinator of Post Graduate Programme in Agri Warehousing and Supply Chain Management (PGP-AWASCM) from 2007 to 2009. Also had a brief stint at IIT, Kanpur as Registrar during the year 2005. Currently working on Public-private partnership issues in the developmental sector and serving as Principal Coordinator, PGDM (ABM).



Dr. P. Chandra Shekara, Director, Center for Agripreneurship Development

Ph.D. (Agricultural Extension)

Experience: 23 years of experience in Training, Research and Consultancy in Agricultural Extension Management. Areas of interest: Agri-entrepreneurship development, Public-Private partnership and Extension Reforms.



Dr Anand Reddy, Director, HRD
M.A. (Economics); MBA; Ph.D (Management-HRM)

Experience: Over 25 years of experience in teaching, training, research and consultancy in different fields



Dr Senthil Vinayagam, Director (Agricultural Extension)

Ph.D. (Agricultural Extension)

Experience: 21 years in Extension, Research, Teaching, Skill development and Entrepreneurship development



Dr. K. Uma Rani, Deputy Director

Ph.D. (Home Science, Extension Education)

Experience: 29 years in Training and Research



Dr. M.A. Kareem, Deputy Director
M.Sc. (Agricultural Extension); Ph.D.

Experience: 22 years in Training and Research in MANAGE



Dr. G. Jaya, Deputy Director (HRD)

M.B.A.; Ph.D. (Management); PGDAEM

Experience: 24 years in Training, Research and Consultancy



Dr. Lakshmi Murthy, Deputy Director (Documentation)

M.A. (Eco); M.L.I.Sc.; Ph.D.; Advanced Diploma in French; PGDAEM
Fulbright Scholar in Information Science and Technology, Cornell University

Experience: 28 years in Documentation and Information Management



Dr. N. Balasubramani, Deputy Director (OSPM)

M.Sc. (Agri.), Ph.D. (Agricultural Extension), MBA, PGDHRM

Experience: 2 ½ years in MYRADA- KVK, 10 years as field Officer in Rubber Board and 4 ½ years as Assistant Director in MANAGE; Since December 2010 Deputy Director (OSPM) in MANAGE



Dr. T.D.S. Kumar, Assistant Director (Sr. Scale)

M.Sc. (Agricultural Economics); Ph.D. (Agricultural Economics)

Experience: 25 Years in Training, Research & Consultancy



Dr. B. Renuka Rani, Assistant Director (HRD)

M.S.W.; Ph.D. (Womens Studies); PGDPR (Public Relations); PGDAEM

Experience: Over 19 years: 3 years in teaching (MLTC Instructor), 16 years in Training, Research and Consultancy in MANAGE



Shri G. Bhaskar, Assistant Director (IT)

MCA, MBA, MCSE, M.A., Dip. in RDBMS & OOPS, PGDAEM

Experience: 23 years in Software Development and Training



Dr. P. Lakshmi Manohari, Assistant Director

M.Sc. (Agriculture); Ph.D. (Agricultural Extension)

Experience: 23 years in Extension, Research and Training



Shri K. Venkateshwar Rao, Programmer

M.Tech. (CSE); M.Sc (Physics); PGDCA



Dr. A. Srinivasa Charyulu, Research Associate

Ph.D. (Library Science); PG Dip in Library Automation & Networking

Currently on Deputation



Shri A. Krishna Murthy, Documentation Assistant

M.A. (Pub.Admn.); M.LI.Sc, M.Phil. PG Dip in Library Automation & Networking

Experience: Total 19 years of which 15 years in Organization of Information and Database Development and Management in MANAGE



Dr. K. Sai Maheswari, Research Associate

M.Sc., PG Diploma in Sericulture; Ph.D (Sericulture)

Experience: 14 years experience in research and training in MANAGE



Dr. B. Venkat Rao, Research Associate

M.B.A. (Marketing); Ph.D.

Experience: 13 years as R.A in MANAGE



Dr. P. Kanaka Durga, Research Associate

Ph.D. (Economics)

Currently on deputation

ADMINISTRATION



Shri B.N. Patro, Deputy Director (Administration)

M.A. (Social Work)

Currently on leave



Shri Ch. N.M. Rao, Assistant Accounts Officer

M.Com; M.B.A., (Finance) ICWA (Inter)

Experience: 21 years in Administration / Accounts Section



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

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