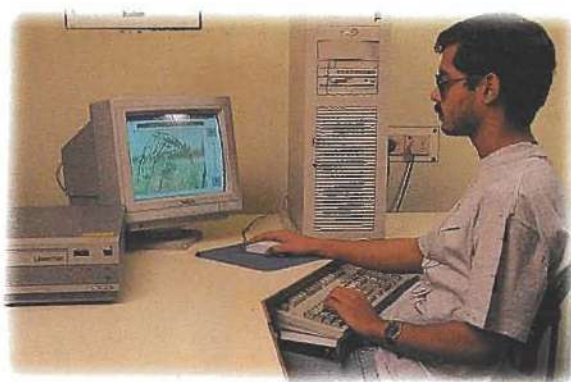




# ANNUAL REPORT 1997-98







# MANAGE

## ANNUAL REPORT

1997-98



**National Institute of Agricultural Extension Management**  
Rajendranagar, Hyderabad - 500 030.

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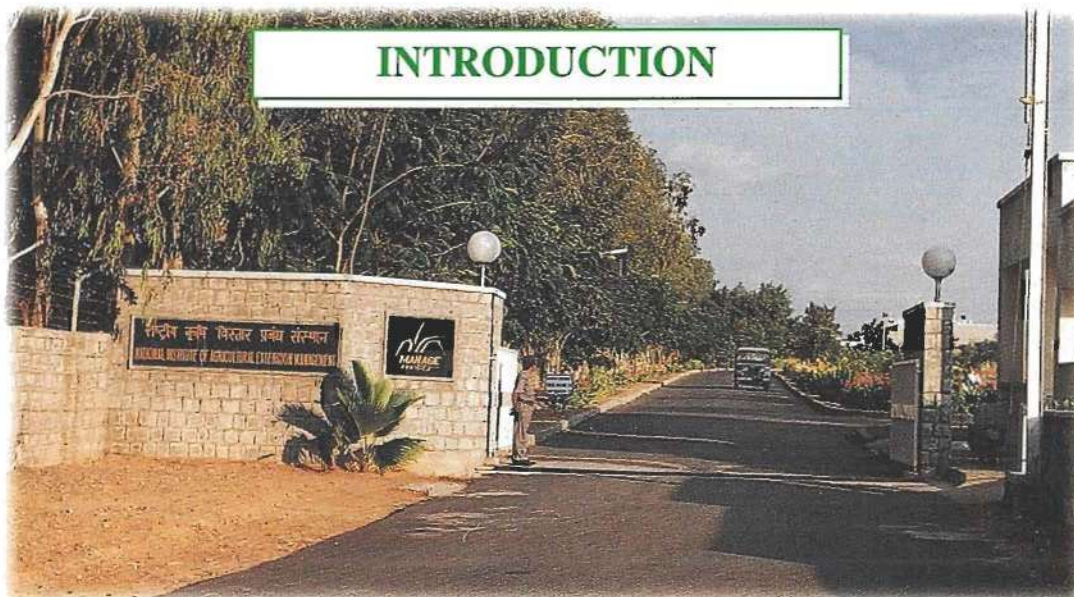
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## INTRODUCTION



In the year under review, the institute has sought to carry on and further strengthen its activities in the diverse areas of its concern. The major highlights of this year include:

- ★ Launching of Post-Graduate Programme in Agricultural Extension Management
- ★ Commencement of MANAGE involvement in facilitating Innovations in Technology Dissemination (ITD) under the National Agricultural Technology Project (NATP). MANAGE is responsible for providing a framework for integrated extension delivery system at the district level.
- ★ Commencement of the Participatory Adaptive Research Project for tribal areas of Andhra Pradesh.
- ★ Initiating plans for construction of auditorium, remodelling of academic block, extension of hostel building and construction

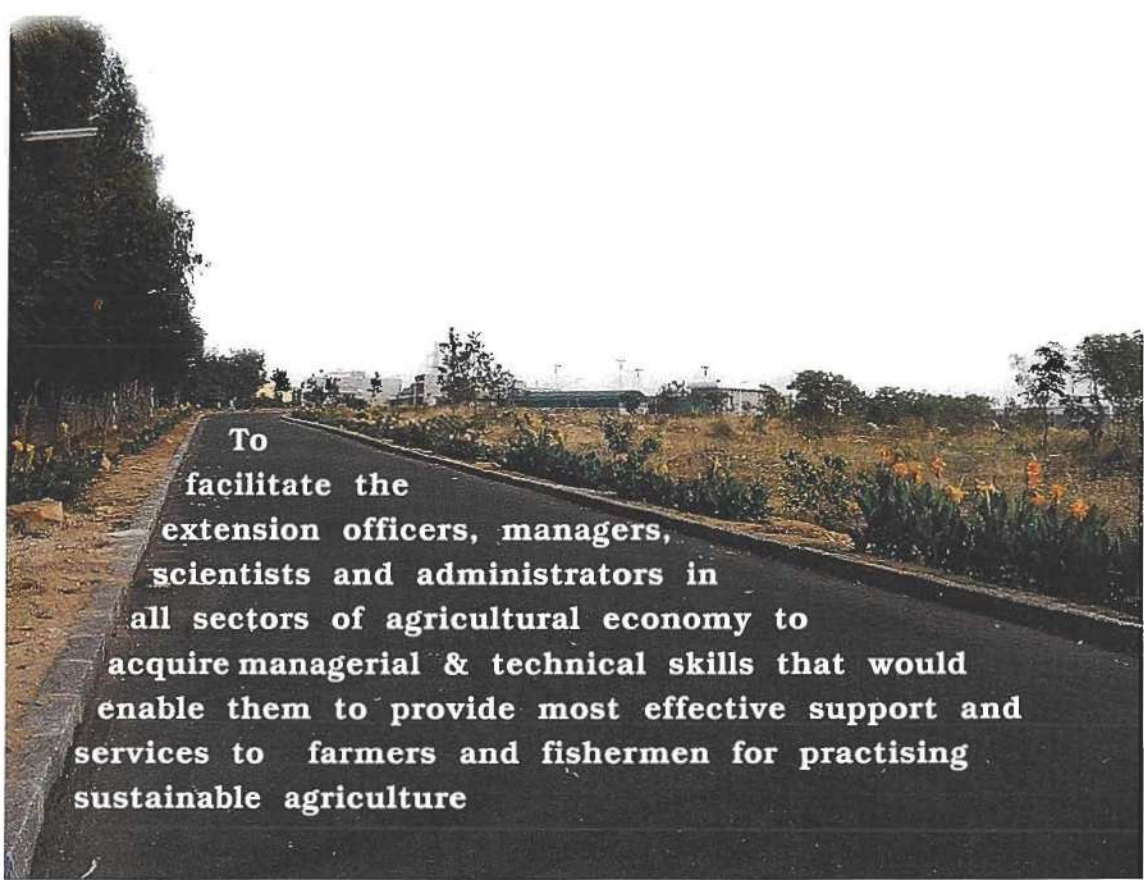
of additional residential quarters.

- ★ The Executive Council, in its meeting held on February 10, 1998, was kind enough to approve a proposal for a major upgradation of the IT infrastructure of MANAGE, work on implementation of the same had already been initiated by the close of the year under report.

Shri S.K.Arora, Director General, relinquished his position on completion of his deputation period of 5 years, handling over charge to the senior most faculty Director, Dr.N.K.Sanghi. The absence of a regular incumbent did have some effect in respect of decision making on some important issues; specially relating to faculty recruitments etc. However, all efforts have been made to otherwise keep up the pace of activities.

The pages that follow present in some details the activities and achievements during the period under report.

# OUR MISSION



To  
facilitate the  
extension officers, managers,  
scientists and administrators in  
all sectors of agricultural economy to  
acquire managerial & technical skills that would  
enable them to provide most effective support and  
services to farmers and fishermen for practising  
sustainable agriculture



# OUR VISION



To be counted among the most pioneering, innovative, user - friendly and self - supporting agricultural management institutes in the world

# OUR MANDATE

- ★ *Develop linkages between prominent state, regional, national and international institutions in agricultural extension management.*
- ★ *Gain insight into agricultural extension management systems and policies.*
- ★ *Forge collaborative linkages with national and international institutions for sharing faculty resource.*
- ★ *Develop and promote the applications of modern management tools for improving the effectiveness of agricultural extension organisations through better management of human and material resources.*
- ★ *Organise need-based training programs for senior and middle level agricultural extension functionaries.*
- ★ *Conduct problem-oriented studies on agricultural extension management as a sequel to the feedback from training programs.*
- ★ *Function as an international documentation centre for collecting, storing, processing and disseminating information on all subjects related to agricultural management.*



## ACHIEVEMENTS 1997 - 98

We at MANAGE have a mandate to facilitate, through our professional services, effective management of agricultural extension and other agricultural management systems in the country. The farmer being the prime mover in the system, our clients include all organizations whose activities and services affect him. As an apex institution MANAGE functions as a pace setter, developing system designs and models of professional activities for other state level institutions to adopt. Sharing these experiences to enable other institutions to adapt and adopt these innovations is one of our core concerns. Our professional services are in areas like Training, Consultancy, Management Education, Research, Information, Documentation and Publications.

The progress made during the period under review for different facets of our activities is detailed hereunder.

### 1. TRAINING

Training is a critical intervention to enhance on-the-job effectiveness of functionaries. A number of training programmes were organized to help participants improve their management skills. We have adapted the renowned Coverdale training methodology to suit the Indian context. Our training programmes are highly interactive, participative, experiential and focus on self-learning for effective functioning as team members and team leaders. During 1997-98, a total of 72 training programmes / workshops were conducted for 2129 participants, covering 242 training weeks. (Table -1.1).

The programmes are briefly outlined below.

**TABLE - 1.1. TRAINING PROGRAMMES CONDUCTED DURING 1997-98**

S.No.	Nature of the Programme	No. of Programmes	No. of Trg Weeks	No. of Participants
1.	Process Consultancy Programmes:			
	a) Workshops	8	5.0	290
	b) Training Programmes	14	29.0	311
2.	Sponsored programmes	29	41.5	1190
3.	General Programmes:-			
	a) Management Development Programmes	12	22.5	163
	b) Workshops	3	3.0	108
4.	International Training-cum-study visit programmes	3	27.0	10
5.	Post-Graduate Programme in Agri-Business Management			
	Batch of 1996-98	1	44.0	23
	Batch of 1997-99	1	32.0	24
6.	Post-Graduate Programme in Agri-Extension Management	1	36.0	10
<b>TOTAL</b>		<b>72</b>	<b>240.0</b>	<b>2129</b>

### 1.1. Process Consultancy Programmes:

Various governments, non-governmental and private sector organizations approach MANAGE for help in development of managerial skills of staff working in their core projects. An initial step in such cases consists of conducting one or more diagnostic workshops followed by training programmes and other interventions for the development of managerial skills of the staff. Mid-term review workshop and final review workshops are conducted to assess the impact of the interventions and plan supplementary interventions if needed. During the period under review, 22 such programmes were conducted for 601 participants covering 34 training weeks.

A diagnostic workshop was conducted for officials from Orissa on **Watershed Development**, sponsored by the Department of Agriculture, Government of Orissa, followed by two training programmes on Watershed Development at Koraput and Bhavanipatnam. The objectives were

- To identify roles and responsibilities of different departments and organizations under watershed development projects implemented in the respective districts.
- To find out the bottlenecks and suggest measures to overcome them
- To develop an action plan for each of the departments in respect of the KBK districts.

Under the **West Bengal Health project**, a diagnostic workshop for the officials of the Health Department of West Bengal was conducted at MANAGE with 25 participants. The objectives of this workshop were to develop an understanding of the implementation strategy for the project, study the problems faced by project personnel and evolve mechanisms to resolve them, work out an

action plan to address issues identified and develop an operational mechanism for implementation of the action plan.

A Workshop on **Strategic Concepts for the Western Ghats Forestry Project, Phase-II**, for the State of Karnataka was conducted at Chickmagalur from May 26-30, 1997. The 51 participants included officials of the Karnataka Forestry Department, Department for International Development (DFID), UK, representatives of NGO's, VFC's, consultants and farmers. The project goal in Phase-I was to conserve and protect the bio-diversity of the western ghats forest while maintaining sustainable productivity with peoples participation. MANAGE role in the workshop was to facilitate involvement and interaction of all the concerned stakeholders to achieve workshop objectives which were to advise the DFID and Govt. of Karnataka for formulating the project strategy for Phase II.

An orientation workshop on **National Agricultural Technology Project (NATP)** was organised during July 1997. Senior officials from the Ministry of Agriculture, Govt. of India, Directorate of Extension under Ministry of Agriculture, World Bank consultants, eminent persons in the field of agricultural extension and MANAGE faculty members participated in the workshop. A review workshop under the '**National Agricultural Technology Project - Technology Dissemination Component**' was organised on December 23 and 24, 1997 at MANAGE. The workshop was directed by Mrs. Sathi Nair, Additional Secretary and Mrs. Rita Sharma, Joint Secretary (Extension), Ministry of Agriculture, Government of India. The workshop reviewed the progress made under NATP project so far, which included preparation of investment plans, organisation & management plan and strategic research & extension plan for Ahmednagar district and tentative proposals for investment in five other districts, one each in



the states of Andhra Pradesh, Bihar, Himachal Pradesh, Punjab and Orissa. The representatives from participating states presented their district plans. The drafts of Constitution, Registration, Memorandum of Association for the Agricultural Technology Management Agency (ATMA) and parameters for evaluation of project output were also discussed. Other issues relating to gender sensitisation, restructuring of State Agricultural Management Education Training Institutes (SAMETI) and financial management of the project were also raised during the workshop.

Three training programmes were conducted for upgradation of skills for preparation of Strategic Research & Extension Plan (SREP) under the National Agricultural Technology Project for officials from Ahmednagar (Maharashtra), Kurnool (Andhra Pradesh), and Khurda (Orissa) districts. After the training programme, field exercises were conducted for collection of primary data from representative villages under each agro-ecological situation of the districts for preparation of SREP.

A preliminary workshop for the officials of the District Development Corporation and line departments of district Dharmapuri, Tamil Nadu, involved in **Small Farmers' Agribusiness Consortium Project** sponsored by the Government of Tamil Nadu, was conducted during September 27-28, 1997 at Dharmapuri.

The Department of Agriculture, Government of Rajasthan offered a consultancy assignment for upgradation of their two institutes namely State Institute of Agricultural Management (SIAM) at Jaipur and the Agricultural Training Centre (ATC) at Tonk on the lines of MANAGE. As a first step, a diagnostic workshop was conducted at Jaipur during January, 1998 with 34 participants which included faculty members from SIAM, Durgapura and ATC, Tonk and senior officials from the Department of Agriculture and line

departments. The workshop brought forth various ideas for development of these institutes.

Under the **UPDASP** project of Government of Uttar Pradesh, a training programme was conducted on **Participatory Extension Management** for upgradation of skills for 18 participants from Saharanpur from September 22 to October 4, 1997. This was followed by field exercises for collection of primary data from representative village in each agro-ecological situation of the district for preparation of SREP during November and December, 1997. A trainers training programme for development of training skills for preparation of SREP was organised at MANAGE during January, 1998 for 18 participants from the UPDASP project. These trainers will be conducting further training for field staff of UPDASP at the district level.

MANAGE has been given the responsibility by the Department of Tribal Welfare, Government of Andhra Pradesh for facilitating the **Participatory Adaptive Research Project** sponsored by IFAD. A training programme was organised on **Participatory Research Management** for field staff during January, 1998. The course included various modules of management development, PRA, FSBE, FSRE etc. Field exercises for preparation of a Strategic Research Plan for the Integrated Tribal Development Agency (ITDA), Bhadrachalam were conducted during January 27 to February 6, 1998 at Bhadrachalam.

A workshop on Management of **Common Property Resources** for Swiss Development Corporation, Karnataka was conducted at Chikmagalur for 32 participants during July 1998.

## 1.2. Sponsored Training Programmes:

MANAGE conducted 29 training programmes sponsored by the Governments of Andhra Pradesh, Madhya Pradesh, Haryana, Department



of Personnel & Training (DOPT) Govt. Of India, Agri-Business Organizations, ITC-Bhadrachalam Paper Board, DFID - U.K. etc. These included two programmes sponsored by DOPT on '**Participatory Watershed Management**' and '**Project Management Skills**', attended by 29 and 22 participants respectively, sponsored by various State, Central Government departments and organizations supported by the Government.

Various departments of State Governments sponsored a number of training programmes for upgradation of managerial skills of their field functionaries. During the year 8 training programmes were conducted by MANAGE on **Participatory Rural Appraisal** for 227 officials of Forest Department, Government of Madhya Pradesh at Jabalpur, Raipur, Ratlam, Gwalior, Jagadalpur, Tikamgarh, Sagar and Shahdol.

The Department of Agriculture and Department of Animal Husbandry of Andhra Pradesh, sponsored six training programmes for 127 participants under **AHRD project** of A.P. Government. These included programmes on **Participatory Extension Management**, **Participatory Technology Management** and **Advances in Extension and Teaching Methodology**.

At the request of the Department of Agriculture, Andhra Pradesh, MANAGE conducted specially designed orientation workshops for master trainers on **New Opportunities in Agriculture and Participatory Approaches for Sustainable Development**. Over 489 officials of the Agriculture Department and scientists from Acharya N.G.Ranga Agricultural University, Hyderabad participated in the workshops.

The Department of Tribal Welfare of Andhra Pradesh requested MANAGE to conduct two training programmes on **Watershed Management** for the officials of Integrated Tribal Development Project at Paderu. The programmes were specially

designed to suit the needs of 49 officials working in tribal areas.

The Department of Agriculture, Haryana sponsored three courses under their Agriculture Human Resource Development (AHRD) programme. Two courses on **Management Development** for middle level extension functionaries of the Department of Agriculture, Government of Haryana were conducted during February and March, 1998 at the Haryana Institute of Rural Development, Nilokheri, for 43 officials.

A number of voluntary organizations approached MANAGE for supporting them in upgrading the managerial skills of their extension officials and field functionaries. The programmes organised included a workshop on **Integrated Pest Management** for experts sponsored by 'Agriculture-Man-Ecology' of Bangalore, in which two international experts and 18 Indian experts on IPM participated. Jan Jagaran Kendra, a voluntary organization from Bihar sponsored 25 participants from NGOs for a two week training programme on **Participatory Watershed Management** at Hyderabad.

The Indo-Swiss Agency and Indo-German Bilateral Project sponsored two training programmes on **Watershed Management** for their project staff. A workshop on **Poverty Alleviation** for Koraput, Bhawanipatna, Kalahandi (KBK) districts of Orissa sponsored by DFID of U.K. (formerly known as ODA) was conducted during March 9-11, 1998 for 48 participants at Bhubaneswar. A two-week training programme on **Participatory Watershed Management**, for 33 participants was organized for AP Well project, sponsored by "Indo-Dutch" an international funding organization.

A programme on **Strategic Extension Management** was conducted for the officials and field staff of a premier Agri-Business Organization, ITC Bhadrachalam Paper Board Limited from 8-



13 December, 1997 at MANAGE. The programme focussed on extension management of plantation activities undertaken by ITC Bhadrachalam Paper Board in Andhra Pradesh.

### 1.3. General Training Programmes:

#### 1.3.1. Management Development Programmes:

MANAGE has conducted several Management Development programmes for the officials of the state and central departments of Agriculture and allied areas. These programmes focus on development of operative and cooperative skills of the officials for effective role performance.

The programmes conducted during the year included courses on Management of Watersheds for the officials of Non-Governmental Organizations; Multimedia Training on 'Participatory Watershed Management' and 'Rice Cultivation'; Integrated Pest Management; Facilitation of Group Action; Conflict Resolution and Equity under Watershed; Agricultural Extension Management, and Strategies for Improving Extension Services for Women in Agriculture.

**1.3.2. Workshops:** A two-day National Workshop on "Managing Agricultural Business: Challenges and Opportunities" was conducted during April 1997. The workshop brought together executives from leading agri-business companies, management experts, scientists and technologists to deliberate on issues of farmer-industry linkage, research and technology support for agri-business, policy environment and management education. The participants also interacted with the PGPABM students.

A Facilitator Development Workshop was conducted to draw up a strategic plan for MANAGE activities and future role and programmes and identify professional development needs of facilitators. A workshop for the collaborators of the Distance Learning programmes who expressed

their willingness and interest in being involved in the Distance Learning Programme of MANAGE was also conducted.

### 1.4. International Training Programmes-cum-Study visits

During the period, 3 international training programme-cum-study visits were organised for 10 participants from Government of Ethiopia on Cooperative Management, Women Functionaries and Rural Industries.

Further details about training programmes conducted during the year may kindly be seen at Annexure-I

## 2. CONSULTANCY AND RESEARCH PROJECTS

### 2.1. National Agricultural Technology Project

MANAGE has been identified as a lead agency for facilitating Innovations in Technology Dissemination (ITD) under the National Agricultural Technology Project (NATP) initiated by the Ministry of Agriculture, Government of India with the financial assistance of World Bank. Under this project MANAGE would play the role of technical arm of the Ministry of Agriculture, Government of India. As an implementing Agency, MANAGE is responsible for providing a framework for an integrated extension delivery system at the district level.

**2.1.1. Project Goals :** The overall aim of this ITD component is to develop and test a technology transfer system that is built on three interrelated goals or concepts. The *primary goal* is to develop an efficient and effective public extension system which is demand-driven, well integrated with research, and financially sustainable. A *second goal* is to utilize the expertise of non-governmental organizations (NGOs) to help

all types of farmers, especially resource poor and other disadvantaged groups of farmers, to get organized into groups and, thereby, increase their access to technology and strengthen their voice in providing feedback to research and extension. A *third goal* would be to sharpen the focus of the public Agricultural Technology Systems (ATS) with an emphasis on location-specific, system-based, and sustainable (knowledge-based) technologies, and thereby encourage private sector firms such as seed and other input supply companies to expand their role in transferring materials and technologies to farmers.

**2.1.2. Project Objectives :** The objectives of this project are :

- a) To carry out institutional and operational reforms in 24 pilot project districts, increase the quality and type of technologies being disseminated by the extension system, with an emphasis on location specific recommendations for economically important commodities and production systems; diversification and intensification of different farming systems that would increase farm productivity employment opportunities and household income, especially for resource poor and disadvantaged farmers, and sustainability enhancing technologies, such as IPM and NRM that would help to reduce production costs while maintaining the natural resource base.
- b) Enable the research and extension (R-E) system to become more demand driven and responsible to solving farmers problems.
- c) Strengthen research-extension farmer (R-E-F) linkages, especially feedback.
- d) Increase the financial sustainability of the public extension system.

- e) Move toward shared ownership of the agricultural technology system (ATS) by key stakeholders, including; the producers themselves, especially resource poor, women, and other disadvantaged groups of farmers; central and state government agencies (ICAR, DAC, SAUs, and relevant line or development departments), and NGOs and private sector organizations.
- f) Generate replicable experiences that can be documented, analyzed, and then used in expanding this approach (to other districts in future projects).



## 2.1.3. Proposed Interventions by MANAGE :

To achieve the above objectives MANAGE would facilitate a pilot test of the following institutional adjustments and operational changes in twenty-four districts across six participating states of Andhra Pradesh, Bihar, Himachal Pradesh, Maharastra, Orissa and Punjab ;

- a) Establishment of a registered society called Agricultural Technology Management Agency (ATMA) in each project district with R-E units, KVKs, ZRSs and key line development departments as its members.
- b) Upgrading and restructuring the extension



staff to create a professional cadre of block-level Farm Advisors.

- c) Creating Farm Information and Advisory Committees (FIACs) at block and district levels to improve feedback mechanism for providing demand-driven R-E system.
- d) Using NGOs to organize farmers into Self-help Groups, Farmer Interest Groups, credit societies, and cooperatives.
- e) Encouraging private sector involvement in technology transfer through encouraging input supply such as hybrid seeds, fertilizers, agro-chemicals, animal feed, machinery etc., by the private sector to farmers.
- f) Validating and refining location specific system based technology for each agro-technological zone within the district by SAU / KVK with ZRSs support.
- g) Following bottom-up planning in developing a Strategic Research and Extension Plan (SREP) for the district.
- h) Promoting use of information technology by ATMA through NICNET to access ICAR and SAU, NATP Component Management Unit (CMU), ARIS databases and World Wide Web for effective dissemination of technical information to extension field staff and farmers.
- i) Organizing in-service training to improve staff competence and to bring behaviour change among staff in bottom-up planning and skills in areas such as FSR, IPM and NRM.
- j) Developing new public-private partnerships, for overall efficiency of ATS within a district.

#### 2.1.4. Project Implementation : MANAGE is set

to play a key role in operationalising these institutional and operational reforms in the project districts. The institute will collaborate with pilot districts to assess their current institutional resources and develop Investment Plans (IP); Organization and Management (O&M) plans; and Strategic Research Extension Plans (SREP) that would detail out the reforms in terms of investments required, organization and management re-engineering and setting up of extension and research priorities, respectively, within each district. A management training course is to be conducted for the senior district staff outlining how these operational procedures would be implemented. Follow-up visits to provide solutions for management problems that may arise in implementing the institutional and operational reforms will also be organised.

#### 2.2. Participatory Adaptive Research for Tribal Areas in Andhra Pradesh

MANAGE has undertaken a consultancy project for the Department of Social Welfare, Government of Andhra Pradesh, and has formulated the project proposal on Participatory Adaptive Research to intensify rainfed agriculture in tribal areas of A.P. in collaboration with Farm and Rural Science Foundation (FRSF), a leading NGO based at Hyderabad. Under this project adaptive research work is proposed to be carried out in tribal areas



with its extension through Tribal Development Departmental and ITDA officials. It is proposed to cover agriculture, horticulture and cash crop cultivation in the tribal areas. The technology proposed to be developed is based on the analysis of the actual farming situation followed by identification of needs, problems, opportunities and priorities so that options for improvement can be selected, tested and adapted. The project is proposed to be implemented jointly by MANAGE and FRSF in collaboration with the ITDAs. Research results will be validated by ANGRAU. MANAGE will provide necessary training input to the research scientists, project personnel, community leaders, NGOs and other important functionaries.

### 2.3. Uttar Pradesh Diversified Agriculture Support Project (UPDASP)

The Government of Uttar Pradesh is im-

plementing a Diversified Agriculture Support Project in all its districts with the assistance of World Bank. In the first phase the programme is to be implemented in 5 pilot districts. The state government has asked MANAGE to assist in preparation of Strategic Research and Extension Plan (SREP) of Saharanpur district. The final report of SREP is under preparation.

### 2.4. Manchal Watershed Programme

The watershed development programme in Manchal Mandal of Rangareddy District comprising 7 villages and covering 10 watersheds was started in January, 1996. Subsequently Action Plans of 6 watersheds were submitted to DRDA by respective Presidents of the Watershed Associations. While preparing the plans, major emphasis has been given to promote Indigenous Technical Knowledge for management of soil and water resources. This has helped in proper

TABLE - 2.1 PROGRESS OF WORK IN DIFFERENT WATERSHEDS UNDER MANCHAL MANDAL

Sl. No.	Name of the watershed	Name of Village	No. of user groups	No. of self groups formed	Amount released to watershed formed	Amount spent (lakhs) committee (lakhs)
1.	Buggavagu	Arutla	10	5	5.20	2.50
2.	Dharmaya Cheruvu	Arutla	9	3	2.05	0.30
3.	Chenagala cheruvu-2	Asmathpur & Chand khandguda	9	7	5.20	3.00
4.	Senagala cheruvu-1	Japal	10	10	1.00	0.50
5.	Malagundam vagu	Chennareddy guda	12	7	5.20	3.05
6.	Bandalemur	Bandalemur	10	5	2.05	1.70
7.	Natakani Cheruvu	Arutla	Planning phase is under progress by using trained social workers to facilitate the planning process instead of WDT members			
8.	Patel cheru	Arutla				
9.	Bookinori kunta	Arutla				



involvement of farmers in the programme. In each watershed self help groups and user groups have been organized and 10-12 members nominated to form a watershed committee for implementing the proposed works.

Besides carrying out implementation of proposed works in 6 watersheds emphasis is also being given on preparing the action plan on the following aspects.

- ➔ Planning of horticulture programme in 6 watersheds where implementation of soil conservation work is going on.
- ➔ Planning of water harvesting structures in all watersheds.
- ➔ Overall planning of the watershed in the remaining 4 watersheds by using locally available social workers so that they could replace the WDT members even during the planning phase.

It is encouraging to observe that farmers themselves could successfully plan watershed programmes over an area of 3000 hectares after the community was organized and guidance was provided by the Watershed Development Team (WDT). At present 6 Watershed Management Committees are executing the works in 3000 hectare area through developmental funds directly released to them by DRDA. According to the needs of the villagers entry point work has also been taken up in 4 villages. Gram Panchayat resolutions have been taken and they are contributing 30% for all entry point works.

The required physical and financial progress reports are also being regularly prepared by them for DRDA. Simplified formats for planning and implementation have been evolved by MANAGE. Now attempts are being made to train selected social workers in watershed villages so that they could play the role of WDT in organizing the

community and providing guidance to the farmers for preparing the action plan in the remaining 2000 hectare. This may in future help in replicating the programme in a cost effective manner.

### 3. DISTANCE LEARNING PROGRAMME FOR FARMERS

To keep pace with rapid improvement and sophistication of farm technology, MANAGE has developed an effective and speedy system of skill acquisition by farmers with an innovative Distance Learning system. The unique MANAGE concept of distance learning is now being taught in the technology management courses conducted in MANAGE as one of the modules. The participatory methodology of distance learning during first two phases i.e. training of farmers at institutional level, and farmer to farmer training at village level, is shared with participants during these courses.

Preparations for production of training material in the third phase for transmission through electronic media has been initiated in which low cost multi-media material on CD-ROM is being attempted on participatory management of natural resources, participatory management of pests, production of hybrid rice seed etc.

Development of self study literature (print media) on groundnut production, hybrid cotton seed production and fish culture are in the final stages of completion.

### 4. MANAGEMENT EDUCATION

#### 4.1. Post-Graduate Programme in Agri-Business Management

Concomitant with the rapid commercialization of Indian agriculture, the urgency of developing human resources that combine technical

competence with focussed skill in agri-business management dimensions was foreseen, and a separate functional wing on agri-business management started in 1995. One of the major activities in this context has been the launching of the Post-Graduate Programme in Agri-Business Management. The objectives of the programme are to help meritorious agricultural graduates selected from all over the country to :

- ➔ develop adequate conceptual base in the different subjects of relevance
- ➔ acquire sufficient operating skills in using modern management tools and techniques in the different functional areas
- ➔ develop skills in application of the management tools in the unique contexts of agri-business, and
- ➔ develop a *gestalt* perspective of the field of agri-business, its dynamics, complexities, challenges and opportunities in the emerging global context.



The All India Council for Technical Education has granted recognition to the programme from the very beginning.

Highlight of activities in relation to this programme during the year under review follow:

### 4.1.1 MANAGE - Agri-Business Meet

An interaction event was organized on November 10, 1997 with a view to promote greater understanding and awareness of the professional activities of MANAGE among the agri-business organizations, and to explore how the professional expertise of MANAGE could help them move towards a more farmer oriented, environment friendly, sustainably profitable style of functioning.

### 4.1.2. Final placement of the second year students

The students of the inaugural batch were to complete their course of studies in April, 1998. Efforts were made to ensure 100% placement of the students in reputed agri-business companies in the middle management cadre. A placement brochure was printed and mailed to agri-business firms from different sub sectors like seeds, fertilizers, agro-chemicals, oilseeds, food processing industries, horticulture etc. The response from major firms has been very encouraging and by the end of March a good number of candidates had been placed in companies such as Marico, ITC-Zeneca, Searle India etc.

### 4.1.3. Summer Placement of PGPABM-97 students

Along with the efforts for final placement of the second year students, companies were also requested to accept our students for summer project. The response from the companies in this respect was quite gratifying and major companies including Marico, NFCL, ITC-Zeneca, Hoechst AgrEvo, Monsanto, Sunseeds, Pepsi Foods, EID-Parry, De Nocil, Novartis etc. selected our students for summer placement.





#### 4.1.4. Admissions for the third batch i.e., PGDABM-98

Advertisements were placed in the Newspaper with All India coverage for seeking applications for admission into the third batch of the programme. It was decided to make the selection process more rigorous by introducing written tests on Quantitative Aptitude, Logical Reasoning, English language proficiency and Agricultural Technology. Posters were also printed and despatched to all the Agricultural Universities requesting the authorities to display them prominently.

#### 4.2. Post Graduate Programme in Agricultural Extension Management

MANAGE launched a one year Post Graduate Programme in Agricultural Extension Management in July, 1997 to prepare a large team of efficient agricultural extension managers to meet the growing challenges of 21st century agriculture. Entry into this programme is open only to graduates in agriculture and related areas. Admission is through nation wide multi-level screening process including written tests, group discussion and personal interview. The focus of the programme is on imparting well blended agricultural extension knowledge with managerial skills. Emphasis is

also given on upgrading skills of students in establishing backward and forward linkages between agri based companies and the farming community. During the first and second trimesters students have undergone courses on participatory management, communication skills, human resource management, organization and management, recent trends in agriculture and marketing management. The IIIrd Trimester courses included legal administration framework, information technology, extension research and qualitative aid, input management, programme management, logistics management, quality management, environmental management, extension. A study tour was undertaken in January, 1998 during which the students visited agricultural business companies and extension programmes of private and government organizations to gain knowledge about the field realities and to get exposure to various aspects of extension management systems in commercial agriculture. All the students admitted in this programme were graduates in agriculture. An appropriate process of career planning for them is also being thought about. Considering the interests of students, they are being oriented towards requirement of agriculture extension in commercial agri and agri-business companies.

The institute also prepared a placement brochure to create awareness about this programme among different clients and also helped the students in their summer project placement leading to final placement.

### 5. INFORMATION TECHNOLOGY CENTRE

MANAGE recognizes the role of information technology in improving the efficiency and efficacy of the agricultural extension service in India. An information technology system has been installed primarily to address the needs of its own faculty and staff and also to train the officers from



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agricultural sector in information technology (IT). The main aims of this information system are:

- a) To design and develop innovative training programmes for extension managers and researchers on latest techniques of information and communication technology and its application to the agricultural extension system.
- b) To develop expert systems and multimedia software packages for training of extension functionaries.
- c) To provide technical support to MANAGE faculty on software packages and national and international communication for their research consultancy and training efforts.
- d) To provide on-line updated information to all faculty and administration on mailing lists, administrative decisions of General Council (GC), Executive Council (EC), Training Calendar and resource persons allocation and availability.

### Fifty node LAN

A Fifty node LAN connects all officers and staff in the administrative building with an internal CC-Mail, and full complement of needed software such as Windows, MS-Office, Excel, Powerpoint, Page Maker, Power builder, Sybase and Prakashak (Hindi Word Processor). A Pentium super mini computer with 2 GB hard disk serves the network. An Apple Macintosh-II with Scanner and Laser Printer fully dedicated to Desk Top Publishing work is also installed outside the LAN.

### Multimedia Lab

Our Institute uses interactive multimedia as a stand alone training tool to train extension officers. Several innovative programmes have been

taken up to strengthen its information processing and networking services and relate them directly to extension management and training needs at State Agricultural Universities. These are:

### Interactive Multimedia Based Training Project

Interactive Multimedia Based Training enables the learner to control the flow and pace of the content, and has access to Audio, Text, Graphics, Animation, all integrated to present the technical content in a lively manner.

Three multimedia IBM PC-AT 386 workstations with Videodisk player level III, Audio digitization board with QUEST authoring system have been established.

In 1991, Government of India sanctioned a pilot project for MANAGE to develop ICVT hardware and software capability to develop multimedia software based training programmes. The project has an outlay of Rs. 1.56 crores and is funded by the World Bank.

The training software on 'Watershed Management for Rainfed Areas' is the first indigenously designed and developed multimedia training software in Agriculture in India. This is now offered as a regular training programme. During 1997-98 3 courses of 'Watershed Management for Rainfed Areas' were conducted. The new Multimedia Training Package on Rice Cultivation in Rainfed Areas (seed to seed) is now ready for training.

### Multimedia Network for CD-ROM based applications Development and Usage

A WINDOW-NT based Network has been established for CD-ROM based application development and usage.

The following Software is available on the network:

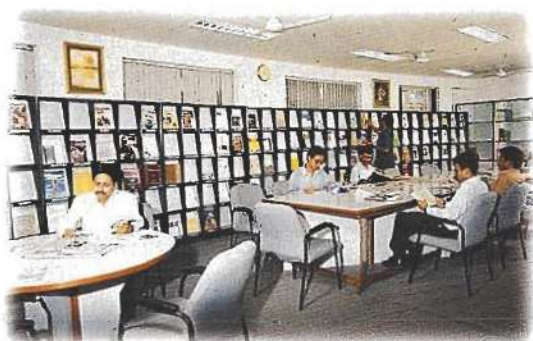


- a) Authorware Interactive Studio 3.5 / win
- b) Freehand Graphics Studio 7.0
- c) MS visual C++v4.0
- d) MS Visual Basic v4.0
- e) MS Project 4.1
- f) Norton Anti Virus
- g) SPSS
- h) SAS
- i) Multilingual software; and
- j) Lotus notes

## 6. LIBRARY AND INFORMATION SERVICES

MANAGE Library was established to serve as a documentation centre for disseminating information on various aspects of agricultural management. The latest information technology is used in making available a wide range of facilities for access to information to meet the requirements of the Institute's training, teaching, research and consultancy activities.

**6.1. Information Resources:** The Centre is building up a rich resource base of books, journals,



videos and CD-ROMs. During the period under review the library acquired 865 books and subscribed to 150 journals. Around 200 video cassettes on various aspects of agriculture and management make up the video library. We also subscribe to major CD-ROM databases such as AGRIS, AGRICOLA, TROPAG & RURAL. Attempts are also being made to procure interactive CD-ROMs on management education, extension management etc. Several interactive CD-ROMs have been procured, some from the Harvard Business School Press and include packages on Communication, Attitudes for Success, Team Work, Negotiation etc.

The library has automated most of its operations using LIBSYS. A sizable database of books, journals, articles, videos and CDs has been created and is available for access by Faculty on the Local Area Network. The articles database has over 1500 articles with abstracts of most of the articles scanned from journals received in the library.

Access to agricultural information worldwide has improved with Internet connectivity from the library, which has opened up opportunities for faculty and students to access information on the World Wide Web.

**6.2. Information Dissemination Channels:** Information Dissemination channels include access to the library database, literature search, bibliographies and an alert service - "FOUNTAIN"- which gives an update on new publications and projects in progress.

**6.3 Publications:** The centre publishes the MANAGE Bulletin, Extension Digest, and the MANAGE-ODI Natural Resource Perspectives series on a regular basis.

The bi-monthly **MANAGE Bulletin** gives a picture of the extension scene and current

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developments in agriculture and also disseminates information on MANAGE training programmes and projects. During the period 6 issues of the MANAGE Bulletin have been published both in English and Hindi.

The **Extension Digest** is a quarterly publication on extension systems and practices, research results, and issues of current concern in agriculture and allied areas. Each issue focuses on one single theme and brings together the latest update from various sources. Four issues of the Extension Digest have been published on themes such as '*Integrated Pest Management*', '*Partnerships*', '*Farming Systems Approach*' and '*Transferring Agricultural Information*'.



Since 1996, MANAGE has entered into a co-publishing arrangement with ODI, UK, for publishing the India edition of the **ODI Natural Resource Perspectives** series. During the period under review four issues of the series have been published on '*Better Land Husbandry*' (NRP.19), '*Supporting Sustainable Agriculture through Extension in Asia*' (NRP.21), '*Rethinking Approaches to Tree Management by Farmers*' (NRP.26) and '*Organisational Roles in Farmer Participatory Research and Extension*' (NRP.27).

### 7. DEVELOPMENT OF PHYSICAL INFRASTRUCTURE

The institute's campus has been adjudged as one of the best maintained campus in Hyderabad. Several prizes have been won in rose shows. All buildings viz., academic, hostel, residential quarters, supporting services and recreational facilities viz., Tennis Court, Squash Court, Swimming Pool, Badminton Court etc., are maintained and kept in good condition for optimum use. The electrical and water supply systems provide uninterrupted supply.

Construction of additional residential quarters, auditorium and also remodelling of academic block, extension of hostel building are under way.

### 8. ADMINISTRATION

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

The General Council exercises overall control and provides policy guidance, besides nominating members to the Executive Council, granting approval to annual budgets and annual reports, besides ratifying amendments to the Rules and



Regulations of MANAGE, proposed with prior approval of Government of India.

The detailed organizational structure is given below.

The General Council consists of 46 Members representing the central departments of Agriculture, Rural Development, Personnel & Training, Planning commission, State Departments of Agriculture, Agricultural Universities, people's representatives and prominent personalities in the field of agriculture. The members are nominated by the Ministry of Agriculture, Government of India on rotation basis, representing four zones of the country for a period of three years. The list of the members of the General Council as at the end of the year under report may be seen at Annexure - II (A).

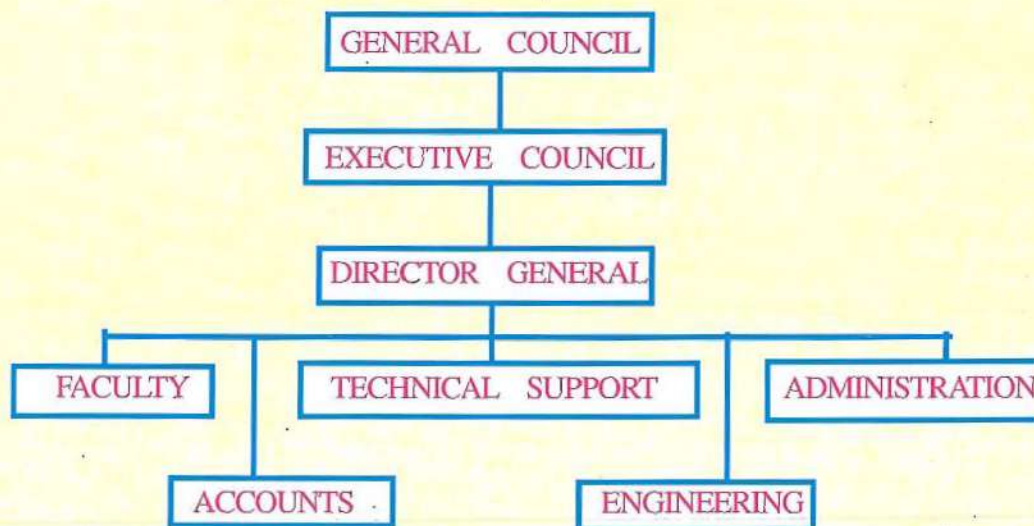
Subject to the overall control and guidance

of the General Council, the Executive Council is responsible for monitoring and guiding the actual implementation of policy matters in accordance with the Rules and Bye-Laws.

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

The Director General, appointed by the Government of India as the Chief Executive Officer, is the academic and administrative head. He exercises powers under the direction and guidance of the Executive Council. Dr. N.K. Sanghi, Director (Natural resource Management) was the Director General in-charge of the Institute in the year under report. The Director General is assisted by Faculty, Administration, Accounts and Engineering Wing.

## Organisational Structure



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### 8.1 Faculty

Three Directors, five Deputy Directors, seven Assistant Directors, five Research Associates, and eight supporting officers were in position during the period under report. Some of the faculty and technical support staff have been taken on deputation basis from various Government Departments / Institutes etc. The detailed background of the faculty and supporting officers may be seen at Annexure -III.

### 8.2 Administrative Support

The Director General is supported by an Administrative Officer on general administration matters and a Programme Officer for conduct of various training programmes. As on 31-03-1998, 49 administrative support staff were working with MANAGE.

### 8.3 Accounts Support

An Accounts Officer with six other staff assist the Director General in processing, maintenance and auditing of accounts.

### 8.4 Engineering Support

The team of Engineering Staff includes an Asst. Engineer (Civil), 2 Junior Engineers, Office Assistants, who are involved in the execution of construction and maintenance of various buildings.

### 8.5 Funds

MANAGE is included in the regular IXth Five Year Plan Project of the Ministry of Agriculture, Government of India and provisions are

made for funding under the Plan. MANAGE is committed to attain self-sufficiency and to achieve this objective, it charges a modest fee for all its training programmes and other professional services. Proposal for creation of a Corpus/Endowment Fund is under consideration of the government.

## 9. MISCELLANEOUS

### 9.1 Meetings

#### 9.1.1 General Council

Due to the dissolution of the Parliament in early February, 1998, the General Council Meeting could be held only after March 31, 1998.

#### 9.1.2 Executive Council

Three Meetings (28th, 29th & 30th) of the Executive Council were held on 17-07-97, 19-11-97 and 10-02-98 respectively.

#### 9.1.3 Building Committee

Three Meetings (31st, 32nd and 33rd) of the Building Committee were held on 02-05-97, 17-06-97 and 18-09-97 respectively, under the Chairmanship of the Director General, during the period under report.

### 9.2 Financial Position

The Annual Accounts which indicate the financial position of MANAGE for the year 1997-98 are put up separately. The accounts have been audited by the Accountant General, A.P, Hyderabad.



# ANNEXURES

**ANNEXURE - I****TRAINING PROGRAMMES CONDUCTED DURING 1997-98****CONSULTANCY PROGRAMMES****(A) WORKSHOPS**

Sl. No.	Name of the Programme	Dates	Venue	No.of participants	No.of Trng weeks
1.	Diagnostic Workshop for Officials of Orissa Watershed Development Project	Apr.7-11	MANAGE	03	1.0
2.	Diagnostic Workshop on West Bengal Health Project	Apr.23-25	MANAGE	25	0.5
3.	Workshop on Strategy and Concepts for Phase II of the Project for the Department of Forest, Govt. of Karnataka	May 26-30	Bangalore/ Chikmagalur	51	1.0
4.	NATP - Technology Dissemination workshop	Jul 11-12	MANAGE	56	0.5
5.	Workshop on Management of Common Property Resource for Swiss Development Corporation, Karnataka	July 28-30	Chikmagalur	32	0.5
6.	Preliminary Workshop on SFAC for Dharmapuri District Development Corporation, Tamil Nadu	Aug 27-28	Dharmapuri	28	0.5
7.	Review Workshop under NATP (Technology Dissemination component)	Dec.23-24	MANAGE	61	0.5
8.	Diagnostic Workshop for Upgradation of SIAM, Jaipur & Training Centre, Tonk	Jan 19-21	Jaipur	34	0.5
TOTAL				290	5.0



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### (B) TRAINING PROGRAMMES

Sl. No.	Name of the Programme	Dates	Venue	No. of participants	No. of Trng weeks
1.	Training for District Officials of the Department of Watershed Development Project in KBK Dist. of Orissa under the Orissa Watershed Project	May 19-24	Koraput	16	1.0
2.	Training for District Officials of the Department of Watershed Development Project in KBK Dist. of Orissa under the Orissa Watershed Project	July 21-26	Bhavani-patna	29	1.0
3.	Participatory Planning and Implementation of DPAP Watershed Programme in Kalahandi Dist. of Orissa for an NGO	Aug 18-23	Kalahandi	30	1.0
4.	Training on Participatory Extension Management under the UPDASP project	Sep 22-Oct 4	MANAGE	18	2.0
5.	Training on Participatory Extension Management under NATP for Participants from Maharashtra	Sept.29-Oct.25	MANAGE	26	4.0
6.	Field Exercise under NATP at Rahuri for Preparation of SREP of Ahmednagar District	Nov.5-16	Rahuri	23	2.0
7.	Field Exercise under UPDASP Programme for Preparation of SREP for Saharanpur District	Nov.10-29	Saharanpur	21	3.0
8.	Training on 'Participatory Extension Management' under NATP for Participants from Kurnool, Andhra Pradesh	Dec.1-15	MANAGE	31	2.0
9.	Field Exercise under UPDASP Programme for Preparation of SREP for Saharanpur District	Dec.10-29	Saharanpur	21	3.0



10.	Participatory Research Management Programme for IFAD Project	Jan 3-17	MANAGE	11	2.0
11.	Training Programme on Development of Facilitation & Training skills for SREP preparation, UPDASP Project	Jan 12-17	MANAGE	18	1.0
12.	Field Exercise under NATP at Kurnool for Preparation of SREP of Kurnool	Jan 16-Feb.6	Kurnool	31	3.0
13.	Field Exercises for Preparation of SRP for IFAD Project	Jan 27-Feb 6	Bhadra-chalam	11	2.0
14.	Training Programme for Khurda District Officials under NATP for Preparation of SREP	Mar 2-13	MANAGE	25	2.0
<b>TOTAL</b>				<b>311</b>	<b>29.0</b>



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### SPONSORED PROGRAMMES

Sl. No.	Name of the Programme	Dates	Venue	No. of participants	No. of Trng weeks
1.	Participatory Management of Watershed Programme - DOPT (Gen.Category)	May 5-10	MANAGE	29	1.0
2.	Management Development Programme for the Government and Non-government Officials Associated with Indo-Swiss Participatory Watershed Development Project in 5 Districts of Karnataka	May 12-17	MANAGE	23	1.0
3.	TOT on Participatory Extension Management under AHRD Project of A.P.Govt.	May 12-30	MANAGE	21	3.0
4.	Training Programme on PRA for the Officials of Department of Forest, M.P.	June 16-21	Jabalpur	28	1.0
5.	- do -	Jun 23-28	Raipur	29	1.0
6.	PRA Techniques for Planning of Watershed under Indo-German Bilateral Project	Jul 1-10	MANAGE	21	2.0
7.	TOT on Participatory Extension Management under AHRD Project of A.P.Govt.	Jul 7-25	MANAGE	24	3.0
8.	PRA Techniques for Planning of Watershed under Indo-German Bilateral project	Aug 12-14	MANAGE	14	0.5
9.	Orientation Workshop for Master Trainers on New opportunities in Agriculture and Participatory Approaches for Sustainable Development - Sponsored by Deptt. of Agriculture, Govt. of A.P.	Aug 19, 20, 25, 26, 27, 28, 29, 30	MANAGE	489	1.0
10.	Participatory Planning of Watershed Programmes for Selected NGOs of South Bihar	Sept. 1-13	Satyodayam Tamaka Hyderabad	25	2.0



11.	PRA Programme for the Staff of Forest Department, M.P.	Sept. 8-13	Ratlam	28	1.0
12.	PRA Programme for the Staff of Forest Department, M.P.	Sept. 22-27	Gwalior	23	1.0
13.	Training on Watershed Management for the Officials of ITDA, Paderu	Sept.22-26	Paderu	32	1.0
14.	Training on Watershed Management for the Officials of ITDA, Paderu	Sept.27-Oct.01	Paderu	17	1.0
15.	Workshop on IPM for the Participants from AME, Bangalore	Oct.8-9	MANAGE	20	0.5
16.	PRA Programme for the Staff of Forest Department, M.P.	Oct.13-18	Jagadapur	40	1.0
17.	Training Programme on PRA for the Staff of Forest Department, Madhya Pradesh	Nov.3-8	Tikamgarh	27	1.0
18.	Project Management Skills - Sponsored by DOPT	Nov.3-8	MANAGE	22	1.0
19.	TOT on Participatory Extension Management under AHRD Project of A.P.Govt.	Nov.10-28	MANAGE	18	3.0
20.	Training Programme on PRA for the Staff of the Forest Department, Govt.of MP	Nov.24-29	Sagar	25	1.0
21.	Course on 'Advances in Extension and Teaching Methodology' for the Officials of the Deptt. of Animal Husbandry, Govt.of A.P.	Nov.24-Dec.6	MANAGE	24	2.0
22.	Training Programme on 'Strategic Extension Management' for the Participants Sponsored by ITC, Bhadrachalam	Dec. 8-13	MANAGE	20	1.0
23.	Training Programme on PRA for the Officials of the Forest Department, Govt.of MP	Dec. 8-13	Shahdol	27	1.0
24.	TOT on Participatory Technology Management under AHRD Project of A.P.Govt.	Dec. 8-26	MANAGE	18	3.0



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25.	TOT on Participatory Technology Management under AHRD project of A.P.Govt.	Jan 19-Feb 6	MANAGE	22	3.0
26.	Training on Participatory Watershed Management for A.P. Well Project	Feb 2-13	MANAGE	33	2.0
27.	Management Development Programme under AHRD Project of Department of Agriculture, Govt.of Haryana	Feb 23-28	Nilokheri	21	1.0
28.	Management Development Programme under AHRD Project of Department of Agriculture, Govt.of Haryana	Mar 2-7	Nilokheri	22	1.0
29.	DFID Workshop on Poverty Alleviation for KBK Districts of Orissa	Mar 9-11	Bhubaneswar	48	0.5
<b>TOTAL</b>				<b>1190</b>	<b>41.5</b>



## GENERAL PROGRAMMES

### (A) MANAGEMENT DEVELOPMENT PROGRAMMES

Sl. No.	Name of the Programme	Dates	Venue	No.of participants	No.of Trng weeks
1.	Training of Farmers & Office Bearers on Watershed Development	Apr.23-25	Manchal	24	0.5
2.	Management Development Programmes for NGOs	May 26-30	MANAGE	07	1.0
3.	MDP on Agricultural Extension Management	Jun30-Aug22	MANAGE	10	8.0
4.	Management Development Programme for NGOs	Jul 14-19	MANAGE	08	1.0
5.	Multimedia Training on Participatory Watershed Management	Jul 14-25	MANAGE	05	2.0
6.	Integrated Pest Management	Aug 4-8	MANAGE	10	1.0
7.	Facilitation of Group Action, Conflict Resolution and Equity under Watershed Programme	Aug 25-30	MANAGE	38	1.0
8.	Multimedia Training on Participatory Watershed Management	Sept.29-Oct.10	MANAGE	10	2.0
9.	Strategies for Improving Extension Services for Women in Agriculture	Oct.20-25	MANAGE	20	1.0
10.	Multimedia Training on Participatory Watershed Management	Dec.22-Jan 3	MANAGE	14	2.0
11.	Management Development Programme for Agri-Business Executives	Jan19-23	MANAGE	16	1.0
12.	Multimedia Training on Rice Cultivation	Mar 16-27	MANAGE	01	2.0
<b>TOTAL</b>				<b>163</b>	<b>22.5</b>



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### (B) WORKSHOPS

Sl. No.	Name of the Programme	Dates	Venue	No. of participants	No. of Trng weeks
1.	Training Workshop for the Officials of the Agri-Business Organisations	Apr.11-12	MANAGE	70	0.5
2.	Facilitators Development Workshop	Apr.28-May 9	MANAGE	29	2.0
3.	Training-cum-Workshop for New Collaborators of Distance Learning Programme	Jun 3-5	MANAGE	09	0.5
<b>TOTAL:</b>				<b>108</b>	<b>3.0</b>

### INTERNATIONAL TRAINING-CUM-STUDY VISITS

Sl. No.	Name of the Programme	Dates	Venue	No. of participants	No. of Trng weeks
1.	International Study Visit on 'Agricultural Cooperative Management' for Officials from Ministry of Agriculture, Ethiopia	May 19- Jun 6	MANAGE	05	3.0
2.	International Training-cum-Study Visit Programme on 'Management Development of Women' for Officials from Ministry of Agriculture, Ethiopia	May 19- Aug 8	MANAGE	04	12.0
3.	International Training-cum-Study Visit on Rural Technology and Rural Industries for an Official from MOA, Ethiopia	May 19- Aug 8	MANAGE	01	12.0
<b>TOTAL:</b>				<b>10</b>	<b>27.0</b>

**ANNEXURE - II A****COMPOSITION OF THE GENERAL COUNCIL AS ON 31-03-1998**

<b>Membership Category</b>	<b>S.No.</b>	<b>Name &amp; Address of the Member (Chairman, Officials &amp; Non-official Members)</b>
<b>I. Ex-officio Members</b>		
President of MANAGE: The Minister Incharge of the Ministry / Department, Government of India dealing with MANAGE.	1	Hon'ble Union Minister for Agriculture Ministry of Agriculture Krishi Bhawan NEW DELHI - 110 001
Two Vice-Presidents of MANAGE: The Minister of State (A&C) and Secretary, Department of A&C Ministry of Agriculture.	2	Shri Sompal Hon'ble Union Minister of State for Agriculture Ministry of Agriculture Krishi Bhawan NEW DELHI - 110 001
	3	Shri Kamal Pande Secretary (Agriculture) Dept. Of Agriculture & Coop., Ministry of Agriculture Krishi Bhawan NEW DELHI - 110 001
Director General, NIRD	4	Shri R.C. Choudhary Director General National Institute of Rural Devept Rajendranagar HYDERABAD - 500 030
Director General, ICAR	5	Dr R.S. Paroda Director General Indian Council of Agricultural Research Krishi Bhawan NEW DELHI - 110 011



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Additional Secretary and Joint Secretary incharge of Extension and Financial Adviser in the Ministry / Department of Govt. Of India dealing with the MANAGE and the Secretary of the Ministry / Department dealing with Rural Development

6 Mrs Sathi Nair  
Additional Secretary  
Dept. Of Agri. & Coop.,  
Ministry of Agriculture  
Krishi Bhawan  
NEW DELHI

7 Mrs Rita Sharma  
Joint Secretary (Agri. Extn.)  
Dept. Of Agri. & Coop.,  
Ministry of Agriculture  
Krishi Bhawan  
NEW DELHI

8 Mrs Usha Sahajpal  
Financial Adviser  
Dept. Of Agri. & Coop.,  
Ministry of Agriculture  
Krishi Bhawan  
NEW DELHI

9 Shri N.C. Saxena  
Secretary (Rural Development)  
Ministry of Rural Areas & Employment  
Dept. Of Rural Development  
Nirman Bhawan  
Room No. 247, A Wing  
NEW DELHI - 110 011

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

10 Shri C.R. Hazra  
Agri. Commissioner  
Department of Agri. & Coop.  
Ministry of Agriculture  
Krishi Bhawan, NEW DELHI

Secretaries in the Ministries of Education, Department of Personnel and Training and of the Planning Commission or their nominees not below the rank of Joint Secretary to the Govt. Of India.

11 Shri Das Gupta  
Secretary (Education)  
Department of Education  
Ministry of Human Resources Development  
Shastri Bhawan  
NEW DELHI - 110 001



Five Secretaries to the State Governments / Union Territories incharge of Agril. Production (in rotation) or their nominees not below the rank of Deputy Secretary to the State Govt.

- 12 Shri V.K. Pandit  
Special Secretary to Planning  
Commission, Govt. Of India  
Planning Commission  
Yojana Bhavan,  
New Delhi - 110 001
- 13 Shri Kaushik Mukherjee  
Secretary -II (Agri. & Horti.)  
Govt. of Karnataka  
Vidhana Soudha  
Bangalore - 560 001  
Karnataka
- 14 Shri C. Lalchhumma  
Secretary (Agri.)  
Govt. of Mizoram  
Aizwal, Mizoram
- 15 Mr U.R.S. Cowlagi  
Secretary (Agri.)  
Agri. and Cooperation  
Govt. Of Gujarat,  
5/11 Sardar Bhawan  
Sachivalaya  
Gandhinagar, Gujarat
- 16 Shri V.K. Patnaik  
Secretary Agri. & Coop.,  
Govt. of Orissa, Secretariat  
Bhubaneswar - 751 001  
Orissa
- 17 Shri D.P. Gupta  
Project Coordinator  
Agri. Production Dept.,  
J & K Govt.  
Civil Secretariat  
JAMMU & KASHMIR



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

18 Shri S.K. Goyal  
Director of Agriculture  
Directorate of Agriculture  
Govt. of Maharashtra  
Central Building  
Pune - 411 001, Maharashtra

19 Shri Krishna Mohan  
Director of Agriculture  
Directorate of Agriculture  
Govt of Haryana  
SCO 45-47, Sector 17  
Haryana - 160 017

20 Shri P.N. Saikia  
Director of Agriculture  
Dept. of Agriculture  
Government of Assam  
Khanapara  
Guwahati - 781 002  
Assam

21 Dr K. Arulmozhi, IAS  
Director of Agriculture  
Directorate of Agriculture  
Govt. of Tamil Nadu  
Chepauk  
Chennai - 600 005  
Tamil Nadu

The Director General of the MANAGE who shall be appointed by the Government of India, Ministry of Agriculture.

22 Dr N.K. Sanghi  
Director General in-charge  
National Institute of Agriculture Extension  
Management  
Rajendranagar  
Hyderabad -500 030 (AP)

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

23 Dr Panjab Singh  
Vice Chancellor  
Jawaharlal Nehru Krishi Vishwa  
Vidyalaya,  
Jabalpur - 482 004 (MP)

- 24 Dr S. Bisaliah  
Vice Chancellor  
University of Agril. Sciences  
G.K.V.K. Campus  
Bangalore - 560 065 (Karnataka)
- 25 Dr (Mrs) Snehlata S Deshmukh  
Vice Chancellor  
University of Mumbai  
Mantralaya  
Mumbai - 400 032

## II Non Official Members:

Four persons from non-official  
Institutions in India working in  
Agricultural Development and  
allied fields - To be nominated by  
the President of the MANAGE  
as members

- 26 Dr Subir Chowdhary  
50-U, Garcha Road  
Calcutta - 700 019  
West Bengal
- 27 Dr Vijay S. Vyas  
Former Director, IIM (Ahmd)  
Institute of Development Studies  
S-B, Jhalana Institutional Area  
Jaipur - 302 004
- 28 Swami Shashankananda  
Secretary  
Ramakrishna Mission Ashram  
Divyayan Krishi Gyan Kendra  
Swami Vishuddhananda Road  
Morabade, Ranchi - 834 008  
Bihar
- 29 Dr M.R. Rao  
Director  
Indian Institute of Management  
Bannerghat Road  
Bangalore - 560 076



## 11<sup>th</sup> Annual Report

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

- 30 Dr S.K. Rau  
"Sarvani"  
West Park Road  
Gandhi Nagar  
Kakinada - 533 004
- 31 Dr T.L. Sankar  
Principal, Administrative Staff  
College of India  
Bellavista, Raj Bhavan Road  
Khairatabad, Hyderabad - 500 082
- 32 Dr R. Dwarikanath  
143, V Main, IV Block  
Jayanagar,  
Bangalore - 560 011
- 33 Dr P.V. Shenoi  
Director  
Institute for Social & Economic Change  
Nagarbhavi  
Bangalore - 560 072 (Karnataka)
- 34 Prof. C.H. Hanumantha Rao  
Former Member Planning  
Commission  
240/B, Road No. 18  
Jubilee Hills  
Hyderabad
- 35 Dr K. N. Sardana  
Principal, Delhi Public School  
Mathura Road  
New Delhi
- 36 Dr S.R. Barooah  
IC, Sagar Apartments,  
6 Tilak Marg,  
New Delhi - 110 001



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

37 Prof. Udai Pareek  
Prof. Emeritus  
Indian Institute of Health  
Management Research (IIHMR)  
1, Prabhu Dayal Marg  
Sangner Airport  
Jaipur - 302 011

38 Dr Atul Kumar Anjan  
A-265  
Pandara Road Flats  
New Delhi - 110 003

39 Shri Gaya Singh  
Member of Parliament (RS)  
14-A, Ferojshah Road  
New Delhi - 110 001

40 Vacant

41 Vacant

42 Shri Hardev Arshi  
M.L.A (Punjab)  
Gali No. 8, Partap Nagar  
Bathinda (Punjab)

43 Shri A. Thangamani  
M.L.A.

44 Shri Rajinder Rajan  
MLA (Bihar)  
Chanakya Nagar  
Bisanpur, P.O. Mirzapur  
Bandawar - 851 129  
Begusarai (Bihar)

45 Shri Rohidas Patil  
M.L.A  
6, Purna Complex,  
Sir Pochkhanwala Road,  
Worli, Mumbai - 400 025



## ANNEXURE - II B

## Composition of the Executive Council as on 31-03-1998

Composition of the Executive Council	S.No.	Name & Address of the Member (Chairman, Officials & Non-official Members)
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**Ex-officio Members**

Secretary (A&D) as Vice President  
of the MANAGE shall of chairman  
of the Executive Council

1

Shri Kamal Pande  
Secretary (Agriculture)  
Dept. Of Agriculture & Coop.,  
Ministry of Agriculture  
Krishi Bhawan  
NEW DELHI - 110 001

Additional Secretary incharge of  
Extension in the Ministry Department,  
Government of India dealing with the  
MANAGE shall be the Vice-Chairman  
of the Executive Council

2

Mrs Sathi Nair  
Addl. Secretary (Extn.)  
Dept. Of Agriculture & Coop.,  
Ministry of Agriculture  
Krishi Bhawan  
NEW DELHI - 110 001

The Director General of MANAGE

3

Dr N.K. Sanghi  
Director General In-charge  
National Institute of Agricultural  
Extension Management  
Rajendranagar  
Hyderabad - 500 030

Joint Secretary incharge of Extension  
and Financial Adviser in the  
Ministry / Department, Government  
of India dealing with the MANAGE

4

Mrs Rita Sharma  
Joint Secretary (Agri. Extn)  
Dept. Of Agriculture & Coop.,  
Ministry of Agriculture  
Krishi Bhawan  
NEW DELHI - 110 001

5

Mrs Usha Sahajpal  
Financial Adviser  
Dept. Of Agriculture & Coop.,  
Ministry of Agriculture  
Krishi Bhawan  
NEW DELHI - 110 001



### Non-official Members

Five eminent persons who have made note-worthy contributions in the fields of agricultural development / and allied subjects; to be nominated by the Government of India from among the members of the General Council

- 6 Dr S.K. Rau  
"Sarvani"  
West Park Road  
Gandhi Nagar  
Kakinada - 533 004
- 7 Shri Atul Kumar Anjan  
A-265  
Pandara Road  
New delhi - 110 003
- 8 Prof. Udai Pareek  
Prof. Emeritus  
Indian Institute of Health  
Management Research  
1, Prabhu Dayal Marg  
Sanganer Air Port  
Jaipur - 302 011
- 9 Shri L.C. Jain  
Chairman  
Industrial Development Services  
M-1, Kanchanjunga Bldg.  
18, Barakhamba Road  
New Delhi - 110 001
- 10 Dr K.S. Gill  
Former Vice Chancellor  
119-D, Kitchlu Nagar  
Ludhiana - 141 001  
(Punjab)
- 11 Vacant
- 12 Shri Rajinder Rajan  
MLA  
Chanakya Nagar  
Bisanpur  
P.O. Mirzapur  
Bandawar - 851 129  
Begusarai (Bihar)

Two members to be nominated by the General Council from among the non-official members of the General Council



## ANNEXURE-III

## Brief Curriculum Vitae of MANAGE Faculty

Sl. No.	Name of the Faculty	Designation	Qualification	Experience	Publications
1.	Dr. N.K. Sanghi	Director General I/c	M.Sc. (Agril.) Ph.D. Besides Trg.Prgms in India & abroad	- Scientist in Plant Breeding in ICAR - Zonal Coordinator for Transfer of tech. Projects	Books 1 Reports 22 Research Papers/ Articles
2	Dr. T.K. Chakravarty	Director (Agri- business&HRD) Principal Coor- -dinator (PGPABM)	M.Sc. (Agril.Extn) Ph.D. (Agril.Extn.)	- Director ABS in NISIET (14 yrs) Jt. Director, and Dy. Director, NIRD (9 yrs) - Mgmt. Trg 26 yrs - Management Education 2 yrs. - Field Extension 2 1/2 yrs.	Study reports 16 Papers 19
3.	Dr. G.R. Desai	Director (Orga- nisation Develo- -pment & Process Consultancy)	M.Sc.(Agril.(Extn) Ph.D. Attended Prgms in India & abroad Including Coverdale of UK	Overall 22 yrs. of Experience - Past experience Dy. Director, ETOT NIRD - Prgm Coordinator for the Agri. Extn.Mgmt Trg. Prgms under the aegis of Coverdale	Book 1 Research Papers/ Articles 30 Study reports 8 Trg. Manuals 1
4.	Shri V.P. Sharma	Dy. Director (Info.Tech.)	M.Sc.(Statistics) M.A.(Economics) MBA Attended Trg.Prgms in India Coverdale Orgn. U.K.	- ISS (5yrs) - Systems Analyst 3 yrs - Incharge of Multi- media Project & Computer Center for 9 yrs	Papers International 12 National 12 Developed Course Material on Multimedia & Computer



5. Dr. M.J. Wilson	Dy. Director (Agri.Extn.)	M.Sc. (Agri.Extn.) Ph.D. (Agri.Extn.)	- Scientist in ICAR (20 yrs) - Specialised in Trng. Prgms.on Extn.Mgmt.	Papers 28
6. Dr. D.G. Bakwad	Dy. Director	M.Sc. (Ag.) Ph.D. (Entomology) Besides attended Trg. Prgms. in India & Coverdale including Coverdale Orgn. U.K.	- Principal Agriculture Officer Maharashtra	Study reports 2 Papers 3
7. Dr. Vikram Singh	Dy. Director (Organisational Behaviour)	M.A. Psychology M. Phil -do- Ph.D -do- Attended trg. prgs in India & abroad including Coverdale Orgn. U.K.	- Asst. Director NIRD Centre for Behavioural and Organisational Development	Publications 12 Research reports 6
8. Shri V.K. Reddy	Dy. Director & Coordinator (PGDABM)	M.A. Sociology PG Dip. in Lab. Laws & Personnel Mgmt. Attended trg. prgs. in India & abroad including IDS, Sussex and Coverdale Orgn. U.K.	- Asst Director in NIRD Faculty of HRD	Research reports 11
9. Shri B.D. Tripathi	Programme Officer	M.Tech (Chemical Tech.) M.B.A; Trg. in India & Abroad at Coverdale Orgn. U.K.; P.I.S.I.E. JESI, Italy. Proficiency Certificate in Italian Language	8 yrs Asst. Tech. Adviser in Dept.of Food, GOI. 9 yrs Planning & Coordination of trg prgs. & training in-service personnel	Research Papers 2 Article 1



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10. Shri J. Pandu Ranga Rao	Asst. Director (Computers)	M.Sc. (Statistics) M.A. (Economics) Diploma in Computer Science Attended trg. prgms in India & Abroad.	- Research Officer in NIRD - 18 years	Research Papers 5
11. Mrs. Lakshmi Murthy	Asst. Director (Doc)	M.A. (Economics) M.L.I.Sc. Advanced Diploma in French	- Fifteen years in Documentation and information management	Papers 3
12. Dr. T.D.S. Kumar	Asst. Director & Coordinator (PGDABM)	M.Sc. (Ag.Econ) Ph.D. (Ag.Econ)	- Ten years in Trng., Research & Consultancy - Trained as Facilitator	Articles 4 Research papers 16
13. Shri S.V. Shiradkar	Asst. Director	M.Sc. (Ag.) Trained as Facilitator in Coverdale Orgn. U.K.	- Sub. Matter Specialist, Govt. of Maharashtra	
14. Mrs. G. Jaya	Asst. Director	M.Sc. (Home Sci.)	- Eight years in trg. - Trained as Facilitator	
15. Mrs. K. Uma Rani	Asst. Director	M.Sc. (Home Sci.) M.Phil (Ext. Edu.) Trained as Facilitator in Coverdale Orgn. U.K.	- Fiteen years in Trng. and Research	
16. Dr. M.A. Kareem	Asst. Director (Admn)	M.Sc. (Agril.Exten.) Ph.D.	- 7 years Experience in Trg. & Research	
17. Shri K.V. Rao	Programmer	M.Tech. (CSC) M.Sc. (Physics) PGDCA	- Research Asst. (Phy) in CW & PRS, Pune, Ministry of Water Resources, GOI.	Paper 1



18. Mrs. Laxmi Manohari	Res. Associate (Programming)	M.S. (Agril.)	- 5 years experience in extension	Paper 1
19. Mrs. Renuka Rani	Res. Associate (Research Studies)	M.S.W PGDPR	- 3 years in Trg. - 3 years in Extension work	Paper 1
20. Mr. A. Srinivasa-Charyulu	Res. Associate (Documentation)	M.A. (Phil.) M.L.I.Sc.	- 6 years experience in documentation and information Mgmt.	Articles 2
21 Mr. G. Bhaskar	Res. Associate	M.A. (Pers. Mgmt) PGDCP Dip. RDBMS & OPPS.	- 8 years experience in software development	

## Administration

Sl. No.	Name of the Officer	Designation	Qualification	Experience	Publications
1.	Prof. A. Thaha	Admn. Officer	B.E. DTCP (URP) Hons.,	Worked as a Faculty at NIRD, IOA, Hyderabad and KILA Trichur. Retired as Chief Town Planner to Govt. of Kerala.	Books 4 Research Papers 30
2.	Sri M.R.K.S. Murty	Financial Adviser & Accounts Officer	B.Com ICWA Passed P&T Accountants service examination Part-II	24 years in Telecommunications as Sr. Accounts Officer	
3.	Dr. V. Rajasekhar	Medical Officer & PRO	MBBS Senior Residence in Internal Medicine DPH	6 Years of Clinical Experience including 1 year in ONGC, Bombay as Medical Officer	
4.	Sri John Zachariah	Asst. Engineer (Civil)	Pre-University Certificate of Kerala University; DCE from Kerala Board of Technical Education; Soil Mechanics/IIT/ Bombay	34 years experience in planning, designing and construction of factory, twonship, roads in different Central Govt. Organisations.	
5.	Sri. K. Sita Rama Rao	Maintenance Engineer (Electrical)	Pre-University Course of Osmania University; Diploma in Electrical Engineering from A.P. State Board of Technical Education; Training courses undergone in CPWD Training Institute	More than 33 years in CPWD (Elec. & Mech. Wing); 20 years as Asst. Engr. Elec.	





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|----|-------------------------|-----------------------|--|---|
| 6. | Sri B.Pattabhi Rama Rao | Office Superintendent | B.Com<br>Passed JAO Examination conducted by Dept. of Posts                      | Worked as LDC, Jr. Accountant, Sr. Accountant; JAO for 15 years in Dept. of Posts                                   |
| 7. | Mr. Mahidhar Bellapu    | Hostel Manager        | B.Com.<br>Diploma in Hotel Management, Catering Technology and Applied Nutrition | Asst. Manager (Accommodation & Catering) A.P. Travel and Tourism Development Corporation; Asst. Hostel Manager NIRD |
| 8. | Mrs. N. Usha Rani       | PS to DG              | B.Com<br>Higher Grade Diploma in Personal Secretaryship                          | 6 Yrs. in NIRD as Jr. Steno;<br>9 Yrs. as Sr. Steno;<br>PS to DG for the past 1 year                                |



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