



**National
Institute of
Agricultural
Extension
Management**

Annual Report 2002 - 2003

CAPACITY BUILDING OF
THE PUBLIC EXTENSION SYSTEM

PROMOTING AGRI-PRENEURS

INVOLVING FARMERS' GROUPS
AND ORGANIZATIONS

NETWORKING THROUGH
THE CYBER CORRIDOR

PARTNERSHIP

LAUNCHING OF PGP-AJMC



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The National Institute of Agricultural Extension Management (MANAGE) is an apex level autonomous body established in 1987 under the Ministry of Agriculture, Government of India. MANAGE is the Indian response to challenges of agricultural extension in a rapidly growing and diverse agriculture sector. The policies of liberalization and globalization of the economy and the level of agricultural technology becoming more sophisticated and complex, called for major initiatives towards reorientation and modernization of the agricultural extension system. Effective ways of managing the extension system needed to be evolved and extension organizations enabled to transform the existing set up through professional guidance and training of critical manpower. MANAGE is the response to this imperative need.

ABOUT MANAGE

It has a mandate to assist the State Governments, the Government of India and other public sector and voluntary organizations in effective management of their agricultural extension systems.

In accordance with its mandate MANAGE offers its services in 5 streams, viz. Management Training, Consultancy, Management Education, Research and Information Services.

Mission

Facilitating the Acquisition of Managerial and Technical skills by Extension Officers, Managers, Scientists and Administrators in all sectors of agricultural economy to enable them to provide most effective support and services to Farmers and Fishermen for practicing Sustainable Agriculture.

As an apex institution, MANAGE functions as a pacesetter, developing system designs and models of professional activities for other state level institutions to adopt. Sharing these experiences to enable other institutions to adapt and adopt these innovations is one of our core concerns.

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

Core values

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



Sustained Capacity Building of the Public Extension System

The changing economic scenario coupled with diversifying market demands and export opportunities have resulted in second-generation problems. Future agricultural growth is expected from diversification of farming systems, sustainable natural resource management, value addition through agro-processing and opening up multiple marketing channels. These issues were addressed through a series of programmes and projects.

The National Agricultural Technology Project (NATP) has seen a focus shift, this year, to states, which are the center of gravity, with more emphasis on collaborative training between MANAGE and State Agricultural Management and Extension Training Institutes (SAMETIs). Application of Media and ICTs for improving communication has been a key priority, with connectivity completed in all pilot districts under NATP, along with capacity building. The Participatory Adaptive Research project (PAR) was successfully completed. The outcome of the adaptive research has been communicated to the concerned departments for wider dissemination, as the findings have wider scores of applicability in similar agro ecological zones and farming systems.

Promoting Agri-ventures through Agripreneurs – Agriclincs and Agri-Business Centres Scheme

The Agriclincs and Agri Business Centres Scheme has been the most prominent activity. Launched by the Ministry of Agriculture, Government of India, in association with NABARD this programme aims to take better methods of farming to each and every farmer across the country. Under this centrally sponsored scheme over 18000 graduates have applied representing all the states. MANAGE has established a network of around 61 reputed training organisations in the country to train the agripreneurs in this massive training exercise. Over 3058 graduates have completed the training. The visible impact of this scheme is in the form of about 416 trained agripreneurs having started 40 categories of Agri-Clinics and Agri-Business Centres in different states in the country. Twenty two videoconferencing centers installed in various Agriclinc Training centers across the country are not only facilitating on-line monitoring of this training exercise but also hastening hand-holding activities and inter-institutional linkages.

Involving Leaders of Farmers' Organisations (FOs), Farmer Interest Groups (FIGs) and Self Help Groups (SHGs) in MANAGE activities

Capacity development of farmers to enable them in decision-making at various levels, explore linkages with other supporting institutions, explore marketing avenues, is one of the objectives under NATP. A series of orientation programmes were organised to promote farmer's groups and organizations as a mechanism for agriculture development.

Leaders of Farmers Organizations (FO), Farmer Interest Groups (FIG) and Self Help Groups (SHG) other leaders and farmers have been coming to MANAGE and being benefited. After the training these leaders are taking an active role in organizing various field programmes, promoting new groups, producing bio-inputs and training other farmers in new technologies they have learnt about.



HIGHLIGHTS



Networking Capacity Building Centres through the Cyber corridor

We have spread our Video Connectivity to 22 institutions in the public sector all across the country. This massive reach and capacity building exercise coupled with equally wide networking at the national level covers all parts of the country – Kashmir to Kerala and Gujarat to Assam. This multiple site connectivity has helped the participating institutions have face-to-face dialogue with renowned agricultural scientists and policy makers. Crucial decisions on training infrastructure, training modules, and other administrative issues have been made and decided in a matter of few hours, without commuting, using this facility. This facility is being used to its full potential by all the institutions of this network. We are providing on-line technical support to all the institutions in this corridor. MANAGE has started getting consultancy requests to connect other premier institutions on this network. Under one such project, NIRD, Hyderabad, Guwahati and four SIRDs have been connected by MANAGE.

Successful Partnership with NIAM, Jaipur

MANAGE has entered into an agreement with the National Institute of Agricultural Marketing (NIAM) Jaipur to run the Post Graduate Programme in Agribusiness Management at NIAM as a sub-centre of MANAGE for a period of five years. This programme is aimed to enable meritorious agriculture graduates to acquire technical competence to function as effective techno-managers in agribusiness companies.

The course was rated Second Best among the sectoral business schools in the country in the year 2002. The 100 per cent placement of the 6th batch was completed successfully both at MANAGE and NIAM, Jaipur.

Launching of the Post Graduate Programme on Agri-Journalism and Mass Communication (PGP-AJMC)

While 65% of the Indian population is dependent on agriculture and 25% of GDP is contributed by this sector, the coverage of agricultural issues, problems and potential in the total information dissemination in the country including print and electronic media is less than 2%. Driven by this fact, it is felt necessary to increase the agriculture share in media and hence MANAGE has launched a one year Post-Graduate Programme in Agriculture Journalism and Mass Communication. This course is designed to enable agriculture graduates with knowledge and skills to perform various roles in mass media, as journalists and as media entrepreneurs. Availability of these trained journalists in agriculture would eventually lead to increase in mind-share of media for agriculture.



1. Academic Programmes

Training is an integral part of the Institute's curriculum. The programmes mainly focus on developmental aspects in the field of agriculture and allied areas. This is done keeping in view the day-to-day developments in order to prepare the officers of the State Departments of Agriculture and allied to cope with the changing scenario and accordingly change the direction and horizon, which helps to serve the farmers and the farming community better. During the period under review, MANAGE organized 217 training programmes covering 5756 participants over 189 training weeks. The various facets of its academic activities are given here.

Programmes during April 2002 to March 2003

| Sl. No. | Nature of the Programme | No. of Programmes | No. of Participants | No. of Training weeks |
|----------|---|-------------------|---------------------|-----------------------|
| 1 | Public Extension Management | | | |
| 1.1 | Theme Programmes | 21 | 513 | 19.5 |
| 1.2 | NATP Programmes | 67 | 1495 | 57.5 |
| 1.3 | PAR Programmes | 32 | 903 | 30.5 |
| | Total | 120 | 2911 | 107.5 |
| 2 | Natural Resource Management | | | |
| 2.1 | Theme Programmes | 12 | 445 | 9.0 |
| 2.2 | KAWAD Programmes | 5 | 170 | 4.5 |
| 2.3 | APRLP Programmes | 20 | 590 | 13.5 |
| | Total | 37 | 1205 | 27.0 |
| 3 | Public Private Partnership Management | | | |
| 3.1 | Theme Programmes | 1 | 21 | 1.0 |
| 3.2 | Agri-clinics and Agri-Business Centres | 2 | 115 | 1.0 |
| | Total | 3 | 136 | 2.0 |
| 4 | Media and Cyber Extension Management | | | |
| 4.1 | Theme Programmes | 7 | 140 | 6.5 |
| 4.2 | NATP - IT Programmes | 16 | 322 | 17.0 |
| | Total | 23 | 462 | 23.5 |
| 5 | Market-Led Extension | | | |
| 5.1 | Theme Programmes | 1 | 107 | 1.0 |
| 5.2 | WTO & Indian Agriculture | 2 | 28 | 1.0 |
| | Total | 3 | 135 | 2.0 |
| 6 | Capacity Building of Social Organizers | | | |
| 6.1 | Theme Programmes - I | 17 | 540 | 18.0 |
| 6.2 | Theme Programmes - II | 14 | 367 | 9.0 |
| | Total | 31 | 907 | 27.0 |
| | TOTAL | 217 | 5756 | 189 |

ACHIEVEMENTS

Keeping in view the Reforms Agenda during Tenth Plan, the major focus areas for capacity building were Public Extension Management, Natural Resource Management, Public Private partnership management; Media and Cyber extension, Market-led extension and programmes for capacity building of social organisers.

MAJOR FOCUS AREAS

Public Extension Management

Natural Resource Management

Public Private Partnership Management

Media & Cyber Extension

Market-led Extension

Capacity Building of Social Organisers

Public Extension Management

A series of theme programmes as well as project related programmes were organized during the period. A total of 120 programmes were organized, including 21 theme programmes, 67 programmes under NATP covering 1495 participants and 32 under PAR covering 903 participants. Programmes under NATP included collaborative programmes with SAMETI for capacity building of their faculty, operationalising Strategic Research and Extension initiatives, facilitator development, management development programmes, development of farmers groups and organizations, farming systems approach and application of ICT in extension. Under PAR 32 programmes were conducted for capacity building of the stake holders under the project.



Natural Resource Management

Recognition of integration of natural resource management and social resource management is crucial to facilitate a participatory approach with new roles and responsibilities. This called for a handholding approach through multiple rounds of training and built-in follow up support. Major emphasis was on building the capacity of officers and trainers on management and social aspects under restructured NWDPR and on capacity building of managers, implementers and trainers on participatory management of watersheds and participatory monitoring of processes under APRLP. Twelve theme programmes and 20 programmes for APRLP were conducted. Five programmes covering 170 participants were conducted for KAWAD to build capacity of its project implementing agencies and partner NGOs.

Public Private Partnership Management

The outlook now is for a new policy mix nurturing a plurality of institutions. The new extension regime recognizes the synergetic role of multiple agencies including both the public and private sector. In addition to three workshops orienting to the new concept, MANAGE coordinated training programmes conducted in recognized training institutions under the Agriclincs and Agribusiness Centres scheme.

Media and Cyber extension

Twenty three programmes oriented 462 participants to the latest trends in information and communication technology and the tools and techniques of Cyber Extension.

Market led extension

A theme programme on market-led extension and two programmes on WTO and its impact on Indian agriculture were organised covering 135 participants.

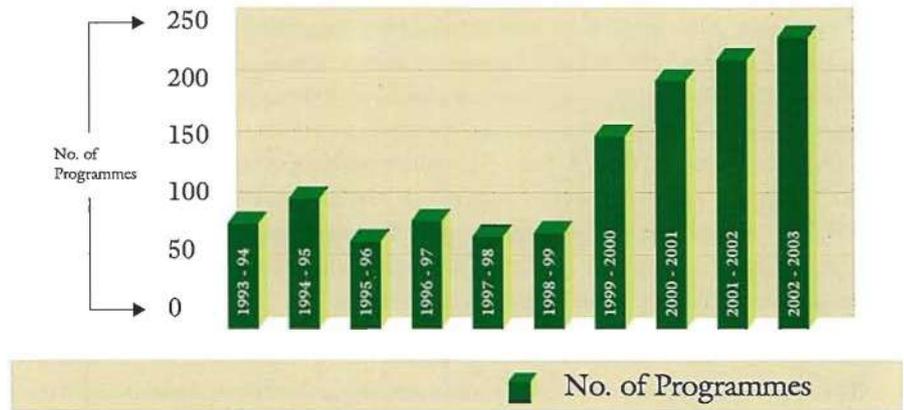
Capacity Building of Social Organisers

It is recognized that a group approach is relatively more effective than the conventional contact farmer approach for sustainable development of agriculture. Degree of success with groups is also found to be directly proportional to capacity building input provided to the group with the success sustaining over a longer span if capacity building itself becomes a sustainable process. Keeping this in view MANAGE organised 31 programmes orienting 907 participants over 27 training weeks.



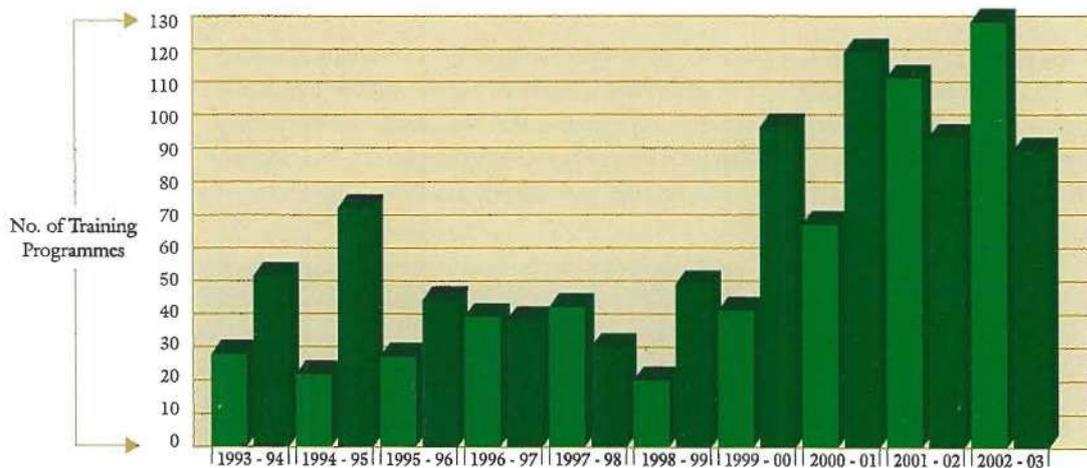
Building Capacity of Social Organizers

Training Programmes - 1993 to 2003



MANAGE Training Programmes

On Campus & Off Campus Training Programmes - 1993 to 2003



■ Off Campus ■ On Campus

2. Public Extension Management

Over the years, one of the major interventions undertaken by Government to address the problem of food and the farmers was to introduce the systematic extension service under public sector. Public Extension has played a crucial and significant role in bringing about green revolution in the country. Public sector extension in the present context is being undertaken by a wide range of organizations which include various line departments such as agriculture, horticulture, fisheries, sericulture, animal husbandry, soil conservation, dairy etc., commodity boards, various crop directorates under the Govt. of India, research organizations, corporations sponsored by the Govt. of India or the States etc.

The efforts put forth earlier have resulted in surplus productivity. However, the changing economic scenario coupled with diversified market demands and export opportunities have resulted in second generation problems. Future agricultural growth is expected to accrue from diversification of farming systems, sustainable management of natural resources, value addition through agro-processing and opening up of multiple marketing channels. In view of this, there is a need felt to rejuvenate the capacity of agricultural extension systems in the country. MANAGE, as per its mandate, is undertaking these activities through a series of programmes.

2.1 National Agricultural Technology Project (NATP)

The NATP project is being implemented across the country with a view to streamline agricultural research process and methodology to make it farmer-driven.

As a part of the project, a pilot sub-project for testing out Innovations in Technology Dissemination (ITD) is being undertaken in 28 districts covering 7 States.

The basic objective of the ITD component is to test out flexible autonomous institutional innovations to reorient the extension systems to be demand-driven, farmer centered, well integrated with research with a farming system focus ultimately leading towards self-sustainability. As a consequence of this, an autonomous body termed as Agricultural Technology Management Agency (ATMA) is created at the district level with a Governing Board representing officials and an equal number of farmers under the Chairmanship of the District Collector. The ATMA has the responsibility to develop Strategic Research and Extension Plan (SREP), Block Action Plan (BAP), provide funding for the implementation of the plans agreed in consultation with the farmer members, build capacity of the farmers and officials, coordinate efforts of various departments and agencies under private and public sector for supporting farmers requirements etc. ATMA will try out various Innovations in Technology Dissemination depending on the need of the area and local resources available.

Role of MANAGE

MANAGE has the major responsibility to provide conceptual guidance, facilitate development of SREPs, build capacity of the officials through training at the various levels and help them to implement the project with on-line support. Activities undertaken during the period under review are detailed here.

1. The project is promoting the development of farmer leaders who are heads or operators of Farmers' Interest Groups (FIGs) in various districts. It is felt necessary to develop a large cadre of farmer leaders over the next few years to provide leadership and guidance for the FIGs to undertake various economic activities in their line of interest. This group would help the team of Farm Advisers at the block level to carry forward both technological and organizational messages and skills within the FIG. Hence, as a strategy, MANAGE has been involved in training a large number of farmer leaders across the project districts.



Extension Managers
interacting with
scientists on field
problems

2. Since the NATP project envisages a Farming Systems Approach (FSA) in its methodology, it is a requirement to bring in all the line department officials at district and block levels on a common platform and develop their skills not only in technology but in terms of teamwork, development of SREP and Block Action Plans, identification and development of success stories, promoting and operating with FIGs as a mechanism for extension, strategic planning process, alternative delivery mechanisms through involvement of paratechs and farmer leaders etc. Capacity building of various personnel at block and district levels has been undertaken effectively.
3. SAMETI as an institutional mechanism is being developed under the NATP to take care of further continuous upgradation and development of skills among all the officials, non-officials and the farmers to carry forward the agricultural development in a refined manner. Various programmes have been organized for developing skills of the SAMETI faculty in training need identification, training design, training methodology, training planning etc.
4. In order to provide new inputs and new thinking among the project personnel to orient their understanding to upcoming opportunities workshops on Market Led Extension, Information and Communication Technology, Web Designing and Hosting etc., were also conducted for providing additional skills to the project personnel.
5. Specific effort was made to induct the ideas relating to changing scenario in agriculture, policy reforms in extension as envisaged, thereby identify the need for developing cost effective farmer-driven delivery systems and mechanisms, for the development of agriculture, among Nodal Officers at the State level.
6. MANAGE coordinated the visit of a World Bank Mid-term Review Mission for the extension component of the project in collaboration with the Ministry of Agriculture. The efforts by MANAGE during the year under review have been appreciated.

MANAGE interventions for SAMETIs

The collaborative programmes of MANAGE and SAMETIs have evoked a very good response from the participants of pilot districts. In addition the capacity building of SAMETI faculty and networked facilitators with SAMETIs has also been an added advantage of these joint programmes. This model has demonstrated the advantages of networking between national and state level institutions in the areas of resource sharing and addressing state specific issues in a much more focused way.

As a strategy, all the state level programmes under the project to be conducted at SAMETIs / ATMAs are the main responsibility of the Director, SAMETI and the concerned State Consultants. The SAMETIs will develop linkages with other resource persons, develop a bank of trainers, network with other institutions and other SAMETIs. As per the need and requirement of the project, each State has identified programmes to be done on joint collaborative basis between SAMETI faculty and State Consultant, MANAGE.

Facilitators Development

A systematic effort has been made by MANAGE in developing a bank of facilitators and master trainers in the project States so as to be linked to the SAMETIs.

In this direction, intensive capacity building of facilitators in the fields of team building, systematic approach, process planning, training need assessment and course designing etc., have been imparted to the selected facilitators across the project States.



Prioritizing research and extension intervention
 ◀ in Faridkot District

MANAGE interventions for ATMAs

In the new State of Jharkand, the SREP development process was initiated in different ATMAs. As a part of this activity, the officials were trained in the methodology of SREP development. Further, efforts are being made to operationalise the concept of SAMETI for the State of Jharkand. In the first phase ATMAs where the project implementation process has gone ahead, efforts have been put forth for revisiting and taking stock of strategic issues identified in the SREP.

Efforts are also being made to dovetail I.T. connectivity to ATMAs and blocks. In this regard, training programmes have been conducted to upgrade the skills of personnel to operate the technology. A large number of farmer leaders and group members from various parts of the country visited MANAGE in orientation programmes.

To streamline the application of experiences developed under NATP across the country, MANAGE has contributed in the development of the concept and methodology of State Extension Work Plan (SEWP) which will be a mechanism for mainstreaming the learning from NATP across the country. A team of senior officers from MANAGE participated in the Team Building Programme conducted by NPC.

Documentation of Success Stories

The NATP project during the process of its implementation has generated various types of experiences across the ATMAs. To consolidate the learnings from these experiences, efforts were made to document success stories in the form of publications, CDs, Video films, etc. for dissemination and further replication. Two national level workshops were organized at ATMA, Madhubani and MANAGE during the year.

R – E – F Linkages

MANAGE is assisting States in operationalization of Research-Extension-Farmer Linkage Mechanisms specific to each project State. Each State has come out with a mechanism based on the experiences and these are being implemented and further streamlined. National level Workshops have been conducted to address the issues emerging in Research Extension Linkages.

Promotion of Farmer's Groups and Organizations

One of the objectives of the ITD Component of NATP is to develop the capacity of farmers to manage their affairs by participating in decision-making at various levels, explore linkages with other supporting institutions, explore marketing avenues for their products and ultimately bring in benefit to the farmers. Accordingly, development of Farmer's Groups and Organizations has emerged as a strategic intervention mechanism. To achieve this, MANAGE organized a series of training programmes in collaboration with SAMETIs and ATMAs wherein a lot of exposure has been given both to the officials and the farmer leaders to promote and use the farmer's groups and organizations as a mechanism for agriculture development.

Application of Media and Information & Communication Technology (ICT) in Agricultural Extension

Appropriate use of Media and ICTs for improving communication among various stakeholders and also for overall project management has been one of the key objectives envisaged under NATP. Accordingly, high priority was given for providing IT connectivity to all the project implementation agencies. Computer systems have been installed in all pilot districts at ATMA headquarters and blocks (FIACs) of all the phase-I and phase-II districts and have also been connected on Internet.

Exposure visit of Madhubani farmers to a success story ▶



MANAGE had provided services of IT Facilitators at 24 pilot districts in 2000 for a period of one year. Most of these facilitators have been given extension by ATMA management, beyond their one year period. This has helped in capacity building of ATMA staff for a sustained period. Thus, the year 2002-2003 has consolidated the ICT interventions under NATP. The connectivity is almost completed in all pilot districts. The capacity building in basic ICT training and in web designing and hosting has also been undertaken in all states. Currently focus is on operationalizing the "Information Shops" on pilot basis in phase-I and phase-II districts and also pilot testing the use of wireless in local loop technology (WiLL) in selected districts to provide ICT services below the block.

2.2 Participatory Adaptive Research Project

Under the Participatory Adaptive Research Project (PAR) – an IFAD assisted project of Andhra Pradesh Tribal Welfare Department, activities were carried out under crop component research; farm and family system research and social resource management in the selected four agro-ecological situations in each of the three centers viz., Bhadrachalam (Khammam district), Utnoor (Adilabad district) and Rampachodavaram (East Godavari district).

The focus of adaptive research during 2000 was testing the technologies generated at research stations to suit the site and farmer specific needs. During 2001, the major focus was on standardizing the technologies tried and tested during the previous year. During 2002, the successfully established technology was popularized and replicated elsewhere in similar agro-ecological and farming situations. This was done by way of conducting a series of training programmes and exposure visits of the selected farmers of the Project as well as other farmers of the Project area for capacity building as well as for dissemination. Training was imparted to the farmers (both men and women) not only on the developed technology under the PAR project but also on various other aspects such as on women groups, health and family welfare, on-going technologies in research stations etc. During the year 2002, the fine tuned technology was disseminated to the other than the selected farmers of the same village and also of the neighboring villages. The significant contribution of this Project during this year is that farmers implemented the proposed technology on their fields on their own without availing any subsidy from the Project functionaries.

The tribal farmers are working in different eco systems (plains, hill slopes, podu) and resources vary widely. Their primary concern is food security. Due to less exposure, knowledge and skills in agriculture, animal husbandary and allied practices the farmers could not use the available resources in a proper and scientific manner. Therefore the farmers were imparted training in AH and allied practices to sensitize them with technical innovations available so as to improve their income from livestock.

Training Women: Generally the tribal women are involved in all agricultural operations. It was felt that training tribal women would help in enhancing production and consequently their income. Around 32 programmes were conducted for capacity building of the stake holders of PAR. Around 1000 farmers participated in the training for 150 days. Seven workshops on the impact of PAR were conducted for the stakeholders of the Project. Under social resource management, 8 selected women formed a small thrift and savings group and training was conducted to educate on group dynamics and thrift and saving concepts. The women were encouraged to take up a number of income generating activities.



IFAD officials interacting with
◀ tribal farmers under PAR project

3. Natural Resource Management

During the year under review, major emphasis has been on:

- identification of additional issues related to post project sustainability under watershed programme
- building the capacity of officers and trainers on management and social aspects under restructured NWDPPRA
- improvement in the strategy and approach for capacity building of different stake holders associated with APRLP.

While carrying out the above assignments, two types of publications were also brought out which include:

- a monthly series on "Journey through watersheds" and
- a set of work-books to be used as training material by trainers, PIAs and WCs.

Highlights of the experience from the above activities are given here.

Identification of additional issues related to sustainability under watershed Programme

Participatory approach in watershed programme is gradually getting institutionalized due to large scale adoption of new guidelines developed by the Ministry of Rural Development (MoRD) (during 1995 which was subsequently revised during 2000) and by the Ministry of Agriculture (MoA) (during 1999). These guidelines are expected to bring the whole programme on the right track leading to the desired level of sustainability. Case studies of initial watersheds (which were completed during 2000) has however shown that post-project sustainability continues to be a challenge despite using the available mechanisms and instruments in the existing guidelines. The three major issues being faced by the community during the post project period in the watersheds are: a) Lack of sustainability of community based organizations created under the watershed programme; b) Lack of proper modality for sustainable utilization of corpus fund created under the project leading to considerable difficulty in carrying out repair and maintenance of community oriented structures; and c) lack of operational modality for sustainable utilization of revolving fund provided under the project resulting in insignificant impact on existing livelihoods of the participating families.

Field studies have further shown that unsustainability during post project period is also due to the following two 'weak processes' adopted by PIA/WC during the initial period of the project:

- Lack of collection of genuine contribution from actual users. In a majority of cases contribution is deducted out of the wages of labourers or paid to suppliers of equipments / inputs etc. rather than by actual users / owners of the natural resource



Converting irrigation tank into percolation tank - building upon traditional ideas

- Continuation of the practice of contractorship (even though formal contractors are eliminated under the project). Under the present set up a nodal person is usually identified out of the Watershed Committee (WC) or User Group (UG) to implement the approved works. This person pays the amount to the labourers / input suppliers at market rate (out of ones own source). Afterwards the expenditure is claimed by the above person at standard schedule of rates from project fund (available with WC). The margin money in the above transaction becomes the savings of the nodal person. Such an approach does not build the stake of user(s) even if the nodal person is identified out of the UG. Very often the nodal person agrees to pay even the required contribution for the proposed work out of his/her own source with an understanding that it shall be made up during the implementation phase.

The inadequacies in the operational modality can be easily detected in early stages of the project through proper monitoring of the processes. The following two specific policy interventions are however required in order to correct the 'weak processes':

- Collection of advance contribution from actual users before preparation of design and estimate of the concerned proposal. Such an approach requires flexibility in ridge to valley approach since people participate in the programme at their own pace
- Implementation of approved works through mature SHGs, so that the savings shall become a part of the common fund of the group rather than going to a nodal person

Building the capacity of officers and trainers on management and social aspects under restructured NWDPRAs:

The restructured NWDPRAs funded by MOA is being implemented in practically every state. In a majority of cases, the programme was started at the field level during this year. Hence, high priority was given to orient concerned officers and trainers on management and social aspects of the new guidelines. On the whole, 555 officers and 20 trainers were oriented at MANAGE on the following aspects:

Management aspects

- Steps and procedures for preparation of annual action plan through demand driven and participatory approach for all components under watershed programme (organization of community, training of different stakeholders, development of natural resources, development of livelihood, etc.)
- Steps and procedures for implementation of watershed programme without involving contractor / contractorship.

Social aspects

- Organization of community into a self-reliant institutional set-up at village level.
- Facilitation of social regulations (to be adopted by the community) for sustainable management of common property resource (biomass in common land, ground water etc.)

These courses were designed to achieve two specific objectives:

- Institutionalization of the principles of project management not only in case of hardware components like development of natural resources, improvement of livelihoods etc. but also



◀ Orienting on management and social aspects

for software components like capacity building, community organization, etc.

- Integration of the software components indicated above with the project cycle so that these aspects do not become stand-alone activities (merely for utilization of allocated budget) but actually get integrated with the mainstream of developmental activities at appropriate periods.

Improvement in the strategy and approach for capacity building of different stake holders associated with APRLP

During this year the following new approaches were adopted for improving the overall impact of the training programme:

Hand holding approach: Normally, the contact between trainers and trainees is maintained for only one round even in medium to long duration courses which deal with enhancement of skills. The above level of communication does not ensure proper application of learning in the actual work situation. The proposed hand holding approach (which is based upon the successful experience by WOTR in Ahmednagar district) envisages repeated contacts between trainers and trainees. Each round of course is used not only for providing new inputs to the trainees but also for reviewing the application of earlier inputs provided during the previous round of course. This approach is found to be helpful in building higher degree of commitment between trainers and trainees. This however can be adopted easily in situations where physical distance between trainers and trainees is not too large.

Work-book based learning material: This type of learning material is found to be useful while dealing with management aspects involving systematic planning, implementation and monitoring of the project. The work-books have been prepared separately for each theme, which contain a series of steps and procedures for accomplishing a particular task indicated above. The steps and procedures are designed in such a way that they reflect the proposed participatory processes to be adopted under the project. The expected output after each step is structured into a flexible frame work, which helps in developing a common mind among different stake holders. The work-book based learning material is found to be quite compatible with hand holding approach.

Learning through video conferencing: With increasing pressure on time and financial resources, it is becoming difficult to involve capable trainees as well as resource persons in training programmes. To overcome the above problem, video conferencing technique has been used on a trial basis for providing the required input to the trainees. Through this technique, it was possible to involve even the community based successful persons (especially women members) as resource persons.

Outsourcing of capacity building assignment on turn-key basis: It is usually difficult to meet the diversified needs of the clients by a single resource organization, particularly in projects which require multi-disciplinary skills. In such situations, the concept of outsourcing has been found to be relevant even for the capacity building component. Under this approach, the resource persons do not merely participate in a few sessions in the classroom as guest lecturers but get associated with trainees till application of new skills takes place in the actual work situation.



Check dam in Manchal watershed ▶

4. Public Private Partnership in Extension Management

Agriclinics & Agribusiness Centres Scheme

Over 11,900 graduates from Agriculture and allied sectors pass out from Agricultural Universities every year. However, only 2000 find employment both in the Government and Private sectors. Thus a reservoir of around 9,900 graduates every year, is available for supporting the agricultural production process if viable business opportunities are offered to them. At the same time, due to a number of constraints and other reasons, public extension is shrinking, paving the way for wide extension gaps at a time when Indian Agriculture is facing more challenges than ever before. This context of an extension gap and availability of a vast reservoir of untapped resource of unemployed Agriculture graduates gave birth to the centrally sponsored "Agri-Clinics and Agri – Business Centres" scheme.

Launched by the Ministry of Agriculture, Government of India, in association with NABARD, this programme aims to take better methods of farming to each and every farmer across the country. The main aim of the scheme is to provide accountable extension services to farmers through technically trained agriculture graduates at the village level. The scheme has accepted the challenge of changing the attitude of agriculture graduates from being job consumers to job producers. It also aims to change the attitude of farmers and motivate them to avail extension services through private sources for their prosperity.

As an integral part of this programme, the Government is also providing start-up training to graduates in Agriculture, or any subject allied to Agriculture like Horticulture, Sericulture, Veterinary Sciences, Forestry, Dairy, Poultry Farming, and Fisheries, etc. Those completing the training can apply for special start-up loans for venture. The entire training programme is funded by SFAC and MANAGE is the nodal agency for imparting training. NABARD is actively associated in the programme at all stages.

Agriclinics are envisaged to provide expert services and advice to farmers on cropping practices, technology dissemination, crop protection from pests and diseases, market trends and prices of various crops in the markets and also clinical services for animal health etc. which would enhance productivity of crops / animals.

Agribusiness Centres are envisaged to provide input supply, farm equipment on hire and other services.



The objectives of the programme are mentioned below:

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

Training

Training programmes have been launched throughout the country to prepare the professionals in entrepreneurship and Agri – Business Ventures. The training is free for selected candidates for a period of two months in selected training institutes. All the candidates are provided training within their state. The programme will continue over the next five years covering unemployed Agriculture graduates.

Hand holding facility

The scheme also ensures hand holding facility for a period of 10 months for agriculture graduates who undergo the training programme. A task force constituted at each training institute consisting of the Nodal officer, state and central government representatives, representatives of MANAGE, SFAC, NABARD, leading banks, media/IT, successful agripreneurs take up the responsibility of hand holding facility.

Agripreneurship Development

The scheme has attracted the attention of a large number of unemployed agriculture graduates. Over 18000 graduates have applied representing all the states. MANAGE has established a network of around 61 reputed training organisations in the country to train the agripreneurs in this massive training exercise. Over 3058 graduates have completed the training. The immediate impact of the scheme is visible now. About 416 successful initiatives have been recorded at MANAGE, with 416 trained agripreneurs having started Agri-Clinics and Agri-Business Centres undertaking a variety of agripreneurial activities in different parts of the country.

Experience Sharing

State level interface meetings have been organized between Agripreneurs, bankers, agribusiness companies, state government agencies and NGO's in different states. This interface provided a platform for Agripreneurs to have face-to-face interaction with bankers to clarify doubts regarding loan procedures, with Agri-business companies to have business partnership and with state government agencies to understand government programmes and the policy support for promoting Agriclinics activities. Agripreneurs were confident at the end of the interface.

National workshops have been organized for Nodal Officers of recognized training organizations under Agri-Clinics and Agri-Business Centres Scheme to learn from each others experiences.

Agripreneurs Association of India (AAI)

The First National Interface of Successful Agripreneurs was held at MANAGE during 8th and 9th of September, 2002. It paved the way for the birth of “**Agripreneurs Association of India (AAI)**”. This Association is a national level professional body of trained agripreneurs under the Scheme. It aims to work for the cause of farmers by strengthening Agri-Clinics and Agri-Business Centres Scheme throughout the country.

“Amrit Krishi Seva”

National Magnum honour award for MANAGE

MANAGE was honoured with “Amrit Krishi Seva” award for its contribution in the field of Private Extension Management by Magnum Foundation, Nagpur. The award was presented on 20th December, 2002 at Hyderabad by Honorable Agriculture Minister of Andhra Pradesh, Sri. Vadde Sobhanadreeswara Rao. ▶



Videoconferencing Connectivity established

To provide information and a resource sharing mechanism among the participating training institutions, a video conferencing (VC) network has been established connecting 22 institutions in the first phase. This multiple site connectivity has helped the participating institutions have face to face dialogue with renowned agricultural scientists and policy makers including Ministers and in some cases Chief Ministers. Crucial decisions on training infrastructure, training modules, and other administrative issues were discussed and decided in a matter of few hours, without commuting, using this facility. There have been continuous requests from all the participating institutions for sharing MANAGE faculty resource for their training programmes.

This facility is being used to its full potential by all the nodes (institutions) of this network.

Documentation and Dissemination

Website launched

MANAGE is documenting successful initiatives on the part of the agripreneurs and disseminating the same through print and electronic media. A website has been hosted at www.agriclinics.net to provide updated information on the scheme, training institutes, training and success stories.

Krishi Expo-2003

MANAGE participated in the Krishi-Expo during March 10-16, 2003 where the features of the scheme were highlighted. A VC facility was also installed at the Krishi Expo 2003 (at Pragathi Maidan, New Delhi). All the connected institutions interacted with officers, visitors, and participants at Pragathi Maidan from their respective locations through this facility. Over 60,000 farmers who visited also had the benefit of interactions using this technology.

Indian Agripreneur- a forum for sharing ideas on the Web

MANAGE has created a platform on the web to facilitate sharing of ideas, among the agripreneurs and coordinate events.

This is a virtual platform to enable agripreneurs, to communicate and share their experiences, innovations, interesting developments, problems, progress and any other issues with other agripreneurs, scientists and professionals. The forum set up on November 27, 2002, currently has 365 members.

Farmer leaders and members of FIGs and FOs in different states have been oriented to the benefits of this scheme.



Agripreneurs provide client specific, problem solving, cost effective, accountable and value-added extension services to the farmers

5. Media and Cyber Extension

The Extension system in India is going through a crucial phase of reforms. The systems at the district and below district level are being re-oriented to plan the extension strategy and implement it through a bottom-up process. The farming community is an equal partner in this participatory process. The intervention of the National Agricultural Technology Project (NATP) has yielded positive results in terms of integrating service delivery at the grass-root level and also making the extension system farmer-driven. This has been reflected in the policy framework for agricultural extension for the coming years. Harnessing Information Technology for agricultural extension will receive high priority in the new policy agenda. MANAGE has the experience and lessons from 28 NATP districts, in using information technology for improving the efficiency of the extension system.

Mass media and print media have been the traditional friends of extension. The tenth five year plan document highlights the need to use mass media and information technology to communicate with the farmers on a more cost-effective basis. The information on market-led production planning, farm and post-harvest management, value-addition, e-contracting, market networks and marketing intelligence has to be integrated in the extension delivery. The use of World Wide Web is to be promoted to reach the farmers in the shortest possible time. MANAGE has been working on the strategy to implement these guidelines and plans to support it through information shops / kiosks and capacity building efforts. It was in accordance with this philosophy, that "Media and Cyber Extension" programmes were taken up. Appropriate use of Media and ICTs for improving communication among various stakeholders and also for overall project management has been one of the key objectives envisaged under NATP. Accordingly, high priority was given for providing IT connectivity to all the project implementation agencies. The connectivity is almost completed in all pilot districts. The capacity building in basic ICT training and in web designing and hosting has also been undertaken in all states. 10 programmes on this theme were conducted in various states namely: Assam, Bihar, Jharkhand, Himachal Pradesh, Punjab, Maharashtra, Andhra Pradesh and Orissa. Besides these programmes, training programmes were taken up on Advanced ICT Skills (Web Designing and Hosting) in 7 NATP States.

MANAGE has been in the forefront in grounding new and frontier technologies on a continuous basis and test-checking its utility for the Farmers. We, then take the successful technologies to the Farmers and farm families in a phased manner. During the year 2002-03 MANAGE has established ISDN based Video Conferencing network at 26 Centers of Excellence in Training across the country, procured one Mobile Video Van and established one hub of WILL Technology at Achalpur Block in Amaravati District of Maharashtra. The Video Conferencing network is being fully utilized by the participating institutions for interacting among themselves on academic and administrative issues. The Mobile VSAT Van



Reaching the last mile
through the mobile VSAT
◀ video conferencing van

has just been made operational in March 2003 and its utility will be tested in 2003-04. We propose to organize over 900 interactive sessions among Farmers and Scientists/ Project Implementers using this Van.

Networking Agricultural Training Institutions through the Cyber Corridor

The communication revolution is sweeping across the country in a big way. Its usage in rural communities is however limited as of now, but the penetration is increasing day by day. Internet connectivity on the other hand has gone up to the block level in almost all districts of the country. Its access by the farming community and usage is severely limited by infrastructure constraints (like power and telephone lines) and more importantly the content which is mostly in English. On the other hand, video connectivity has found more acceptability at the farmers level, as it is language neutral and it also provides a two-way face-to-face communication between the two parties (or among more than two).

MANAGE established a Single Carrier Per Channel (SCPC) based video conferencing on its campus at Hyderabad and used the NIC's network of satellite based video communication across the country. MANAGE used this communication for over two years for having technical discussions with its trainees/ participants / officers at various locations. The limitation posed by the distance between agricultural training institutions and NIC studios was felt and then we decided to establish an open video conferencing (VC) network (based on ISDN connectivity) across the agricultural training institutions in the country under the Agriclincs and Agribusiness Centres scheme.

The Agriclincs and Agribusiness centres scheme of the Ministry of Agriculture, is being jointly implemented by MANAGE, NABARD and Small Farmers Agribusiness Consortium (SFAC), with the help of a network of over 61 training institutions spread over the length and breadth of the country. To provide information and a resource sharing mechanism among the participating training institutions, a video conferencing (VC) network has been established connecting 22 institutions in the first phase. The list of training institutions connected on video conferencing is given in the table.

This connectivity was established over a period of two months starting from the second week of December. Within a short span of two months, this multiple site connectivity has helped the participating institutions have face to face dialogue with renowned agricultural scientists and policy makers including Ministers and Chief Ministers. Shri. Digvijay Singh, Honourable Chief Minister of Madhya Pradesh, Shri. Tarun Gogoi, Honourable Chief Minister of Assam, Shri. Mangat Ram Sharma, Honourable Deputy Chief Minister of Jammu and Kashmir, Shri. Vasanth Rao Adik, Honourable Minister of Agriculture, Maharashtra and Shri. Dev, Honourable Minister of Agriculture, Assam are among the list of dignitaries who have participated in VC sessions with MANAGE from their respective states. The Vice Chancellors of Agricultural Universities were able to discuss technical and policy issues among themselves and with MANAGE using this facility. Crucial decisions on training infrastructure, training modules, and other administrative issues were discussed and decided in a matter of few hours, without commuting, using this facility. There have been continuous requests from all the participating institutions for sharing MANAGE faculty resource for their training programmes.



Capacity building of SHG women
on ICT

| Name of the Institute | Place |
|--|---------------------------|
| Assam Agricultural University | Jorhat, Assam |
| Rajendra Agricultural University | Samastipur, Bihar |
| Extension Education Institute, Gujarat Agricultural University | Anand, Gujarat |
| CCS Haryana Agricultural University | Hissar, Haryana |
| Sher-e-Kashmir University of Agricultural Science and Technology | Jammu |
| Birsa Agricultural University | Ranchi, Jharkhand |
| Kerala Agricultural University | Trissur, Kerala |
| Mahatma Phule Agricultural University | Pune, Maharashtra |
| Madhya Pradesh Academy of Administration | Bhopal, Madhya Pradesh |
| The Agricultural Promotion and Investment Corporation of Orissa Limited (APICOL) | Bhubaneswar, Orissa |
| Central Institute of Post Harvest Engineering Technology | Ludhiana, Punjab |
| Maharana Pratap University of Agriculture and Technology | Udaipur, Rajasthan |
| Rajasthan Institute of Cooperative Education and Management | Jaipur, Rajasthan |
| Shanmuga Arts, Science, Technology and Research Academy | Tanjavur, Tamil Nadu |
| National Research Centre for Agro-Forestry | Jhansi, Uttar Pradesh |
| CS Azad University of Agriculture and Technology | Kanpur, Uttar Pradesh |
| Allahabad Agricultural (Deemed) University | Allahabad, Uttar Pradesh |
| GB Pant University of Agriculture & Technology | Pantnagar, Uttaranchal |
| Bidhan Chandra Krishi Viswavidyalaya | Kalyani, West Bengal |
| Extension Education Institute | Hyderabad, Andhra Pradesh |
| MANAGE | Hyderabad, Andhra Pradesh |
| National Institute of Rural Development | Hyderabad, Andhra Pradesh |
| State Institute of Rural Development | Bhubaneswar, Orissa |
| NIRD North Eastern Regional Center | Guwahati, Assam |
| State Institute of Rural Development | Mysore, Karnataka |
| Indira Gandhi Panchayati Raj Institute of Rural Development | Jaipur, Rajasthan |

6. Management Education

6.1 Post-Graduate Programme in Agri-Business Management (PGPABM)

A two year Post Graduate Programme in Agri-Business Management launched in 1996 has proved to be a successful experiment in creating a model of management education focused on the specific context of agri-business. This programme is aimed to enable meritorious agriculture graduates to acquire technical competencies to function as effective techno-managers in agri-business companies. This course was rated as Second Best among the sectoral schools in the country in the year 2002. Having experienced the success of this course, a sub-centre of PGPABM has been launched at the National Institute of Agricultural Marketing (NIAM), Jaipur. The first batch from NIAM, Jaipur has been successfully placed in January, 2003.

Admission of the seventh batch PGPABM-2002-2004

A Computer Based Objective Test (CBOT) for admission in PGPABM for the year 2002 was conducted successfully on May 26, 2002 in 21 NIIT centres and 54 candidates were selected, 30 for MANAGE, Hyderabad and 24 for NIAM, Jaipur.

The highlights of the result at MANAGE are given below:

| | |
|--|----|
| Number of boys | 22 |
| Number of girls | 08 |
| PG-Degree holders | 07 |
| Work Exp. Holders | 05 |
| SC candidates | 04 |
| No.of Universities represented among the selected candidates | 16 |

Summer placement

Summer placement of 30 students with agri-business companies for taking up 'summer projects on an assigned topic by the company is done by the first year students for about 8-10 weeks during May and June, 2002. This project carries 10 credits and the guidance and evaluation of these assignments is offered by the project guide from the company.

Agri-business consultancy programmes

Various consultancy projects from agri-business companies have been taken up by the PGPABM faculty and include companies like BASF India Limited, Dupont India Limited and Basix India Limited.



PGPABM students on a field visit

Industrial Visit

The industrial visit was taken up by the final year students of PGPABM 2001-2003 batch during October 2002. Ten teams, comprising 3 students in each team visited about 200 agri-business companies covering major locations like Mumbai, Delhi, Chennai, Bangalore, Pune, Trivandrum, Kolkata and some smaller locations in and around these big cities. The purpose of the industrial visit was to apprise the agri-business companies about PGPABM, the unique features of this programme, exploring possibilities of employment and summer placement with the companies, exchange of feedback about the course and the students, knowing expectations of the companies and rapport building.

The effectiveness of the industrial visit has contributed significantly resulting in 100% placement of students, of the 6th batch, which was completed in just two days in January 2003. The list of agri-business companies which participated for placement in MANAGE for summer as well as final placement is given in the table below:

Admissions of eighth batch PGPABM 2003-2005

The admission process for the 8th batch of PGPABM began in February, 2003. The advertisement was released and the prospectus -2003 has been prepared.

As PGPABM is a financially self-supporting programme, the fee increase is gradual, annually, rather than a steep hike after several years. During 2003, the raise in fee is proposed to be about 10%.

Strategic Partnership with NIAM

There is an agreement between MANAGE and the National Institute of Agricultural Marketing (NIAM) Jaipur to run the Agribusiness Management programme at NAIM as a sub-centre of MANAGE for a period of five years.

Name of the Company

Advanta India Limited
BASF
Basix India Limited
Chambal Agritech
CMS India Limited
Commodity India
DCM Shriram
Deepak Fertilizer
DE-Nocil
Dhanuka Fertilizers
EID Party
Fritolay

Name of the Company

Godrej Agrovet
Hindustan Lever Limited
IDFC
Is Agro
ITC-IBD
ITC-ILTD
JK Agritech
Mahindra Subhlabh Services
MCF
Namdhari Seeds
Syngenta
Tata Chemicals
Wockhardt



6.2 Post-Graduate Programme in Agriculture Journalism and Mass Communication (PGPAJMC)

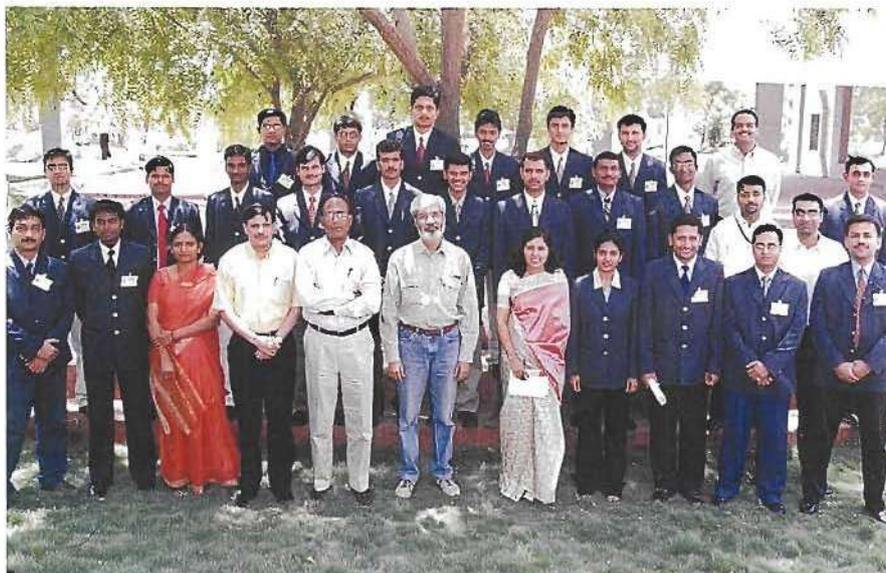
While 65% of the Indian population is dependent on Agriculture and 26% of the GDP is contributed by Agriculture to the Indian Economy, the attention towards its issues, problems and potential is grossly disproportionate. The total mind share of agriculture in its totality is not more than 2% of the total news dissemination in the country through electronic and print media. This is largely due to the media apathy on one hand and the absence of trained farm journalists and writers on the other hand, who are able to write and report on crucial and significant sectors like agriculture. If trained media manpower is available, there is every possibility that electronic and print media will start devoting space and time on agriculture issues for their readership and viewership. There is no doubt that the media is expanding and will require more professional hands in all the disciplines. Today, specific journalists in subjects like finance, stock market, automobile, fashion, sports, environment, aviation etc. are available and the new stream of specialists in agriculture need to be added. The vernacular and regional print and electronic media channels will provide enough opportunities for such a trained manpower besides the agriculture business corporate houses and development administrators in the public and private sectors.

Based on our experience with the P.G. Programme in Agri-Business Management and the brand equity it has created in the market, MANAGE has launched a one year Post-Graduate Programme in Agriculture Journalism and Mass Communication in February 2003. This course is the first of its kind in the country for which consultancy support is being drawn from M/s. Centre for Agriculture and Rural Development and M/s. Media Mentors Foundation, New Delhi.

The course is aimed at arming the students of agriculture with comprehensive education in mass media techniques including television, print, radio and internet. At the end of one year, students can easily fit into many roles that mass media offers including Reporter, Presenter, Script-writer, Editor, Programme Director, Corporate Communication Professional and Media Entrepreneur.

Admission of the first batch PGP-AJMC-2003

The entrance test for admission into the PGP-AJMC was conducted in December 2002 in two centres viz. Hyderabad and New Delhi, followed by group discussions and personal interviews on December 28 and 29, 2002. A total of 25 candidates drawn from 12 universities have been admitted in the course. The course was inaugurated by the Secretary (Agriculture & Coop.), Ministry of Agriculture, Govt. of India on February 3, 2003.



◀ PGP-AJMC 2003

The Chaudhury Charan Singh Cyberary at MANAGE: Breaking barriers to Information Access

A novel concept and a new center of learning is the Cyberary, which integrates the services of Information Technology and the Library to provide a single point access to information irrespective of the form in which it exists. The Cyberary is a point for information access and connectivity for the literate, semi-literate and illiterate alike.

The Cyberary integrates state of the art information technology with traditional services bringing together all the modes of the information system available in MANAGE into one integrated system. The focus is on providing a gateway for clients, to

Information Access and Delivery services

Information resources include a collection of 10,000 Books, 170 journals, 300 CDs and 375 Videos on various aspects of agriculture and management. The centre has also been subscribing to a number of databases and multimedia management packages. Electronic databases include AGRIS, AGRICOLA, TROPAG & RURAL, CABSAC, EXIM, PROWESS, IBID, India Trades and a number of Multimedia CDs on management aspects. Many activities of the Cyberary have been automated. The catalogue of books, journals and a database of articles of interest is available over the institute LAN.

Services include provision of training, educational and research material; access to information and assistance in the use of information resources; reference services, literature search services, bibliographic services by retrieving information from in-house database, CDs, Internet, and personalized information services. Development of a database of books and articles scanned from current literature is an on-going activity of this centre. Articles, of interest to research and training activities at MANAGE, are abstracted and made available to Faculty through the OPAC.

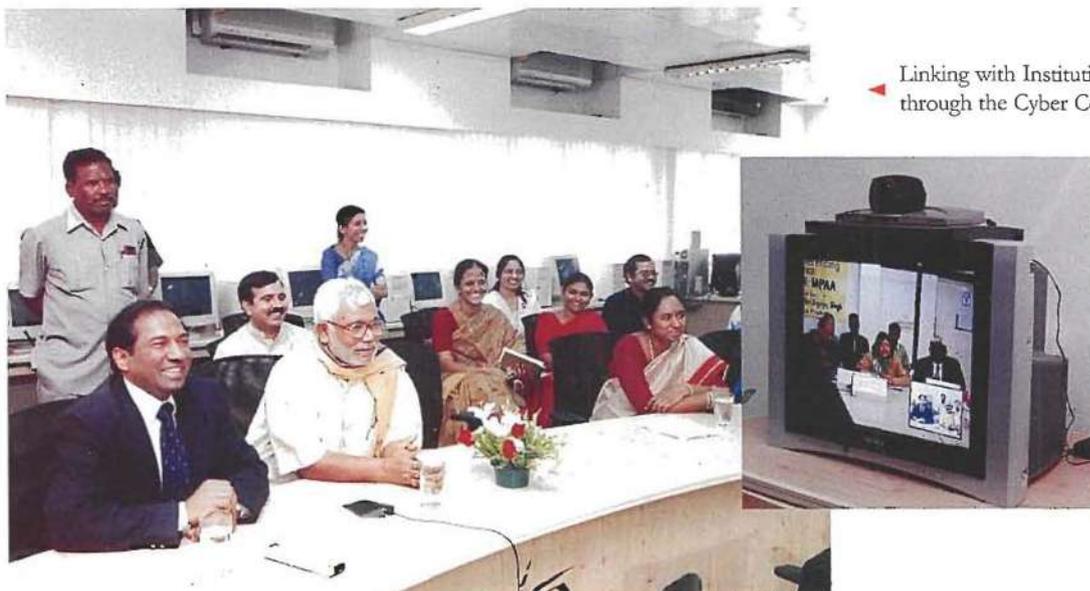
Information Technology Services

A well equipped information technology centre with a 100 systems connected to two 128 kbps leased lines with 24 hrs connectivity and a videoconferencing facility is available in the Cyberary providing a gateway to access information resources as well as network with the whole world on the Internet and the videonet. The **videoconferencing** network facilitates communication with nodal centers under the NATP, Agriclincs and Agribusiness centers scheme and other institutions.

INSTITUTIONAL INNOVATIONS

access information resources as well as network with the whole world on the Internet and through Videonet.

The Cyberary is open from 9am to 2 am on all days. The Centre renders a wide range of facilities using the latest information technology for access to and use of information in the conduct of professional work.



◀ Linking with Institutions through the Cyber Corridor

Publications

As a part of information dissemination a number of publications are brought out, on aspects such as Natural Resource Management, Agribusiness management, Public Extension management, Agripreneurship, Cyber Extension, and related areas on a regular basis. These publications are circulated among policy makers, senior administrators, scientists of central and state governments, district, state, national and international organizations connected with agriculture and extension management. Many of these are available full text on the website at www.manage.gov.in. Publications brought out during 2002-03 include the following:

MANAGE Bulletin: This newsletter gives a glimpse of activities in MANAGE in terms of the training, research and consultancy projects. During 2002-03 six issues were published and disseminated.

Journey through Watersheds: MANAGE is publishing this monthly newsletter since September 2002. The issues published during the period are on: Post Project Sustainability in the Watershed Programme: a Continuing Challenge; Organization of the Community into a Self-reliant Institutional set-up: Issues and Opportunities; Organization of Men SHGs in rural areas: a felt need of the hour; Operational Modality for Facilitation of People's Participation in the Watershed Programme; Emerging Concepts on Management and Technology in the Watershed Programme under the changing paradigms.

Indian Agripreneur: This bi-monthly publication is a platform for sharing of experiences, new initiatives and developments, problems and progress among the nodal officers of the various centers and Agripreneurs under the Agriclinics and Agribusiness Centres scheme. Three issues have been published and distributed during the period.

Spice: Four issues of the bi-monthly 'Spice' newsletter were published. Focus was on the Post Graduate programme on Agribusiness Management; Seed Business: Indian Scenario; Indian Food Processing Industry and Contract Farming Ventures in India: a few successful cases.

WTO and Agriculture:

No. 11, April 2002 - Focus: Sugar Market

No. 12, May 2002 - Focus: Fruits and Vegetables

NATP in Andhra Pradesh: One issue was published and disseminated.

MANAGE Extension Research Review: Two issues were published and disseminated.

MANAGE-ODI NRP series:

No. 78 - Rights and Livelihood Approaches: Exploring Policy Dimensions by Tim Conway, Caroline Moser, Andy Norton and John Farrington, May 2002

No. 79 - Combining Growth and Social Protection in Weakly Integrated Rural Areas by John Farrington and Gerard J. Gill, May 2002

No. 80 - Creating a Policy Environment for pro-Poor Agricultural Extension: The Who? What? and How? by John Farrington et al., May 2002

No. 82 - Do Area Development Projects Have a Future? by John Farrington, Roger Blench, Ian Christoplos, Karin Ralsgard and Anders Rudqvist, December 2002



Books:

Evaluation of Participatory Adaptive Research Project J.P. Singh, Hyderabad, MANAGE, 2002

Examines the impact of the Participatory Adaptive Research (PAR) project on the economy of the tribal farmers for whom it is meant. Findings of this study reveal the knowledge and attitude of the farmers besides agro-economic changes due to the implementation of the project. The investigation is expected to be a reference to ITDA officials for better implementation of the project in other agency areas having similar agro-ecological/farming situations as Andhra Pradesh. The study would also be helpful to decision makers in understanding the complex interaction of ecological, economic and demographic attributes arising out of PAR programmes.

Agriculture to Agripreneurship: Success Stories of Agripreneurs

Documents success stories of Agripreneurs

Gurukuls of Agripreneurship Development: a profile

Profiles 26 reputed training organizations across the country, involved in imparting training under the Agriclincs and Agribusiness Centres scheme

Vijay Gaatha of Agripreneurs

Documents yet another 24 success stories of agripreneurs with 40 different types of projects.

SREPs

Strategic Research and Extension Plans were published for Chittoor district in Andhra Pradesh; Ratnagiri district in Maharashtra; Faridkot district in Punjab; Munger district in Bihar; Bilaspur district in Himachal Pradesh and Sambalpur district in Orissa.

CDs/Videos released

- Kisan ki Atma
- Promotion of Farmers Groups and Farmers' Organisations
- Parivartan: a film on Participatory Adaptive Research project
- MANAGE launches Agriclincs and Agri-Business centers scheme
- A small step, a giant leap forward
- As the Policy makers see it; Agriclincs and Agri-Business centres scheme

Website management

The MANAGE website at www.manage.gov.in provides an interface to all collections and services. The site has registered over 3.00 lakh clicks in the last one year.

Internet-based Library Services include links to important web sites; databases; electronic journals; library catalogues, discussion forums etc. In addition to the MANAGE website, the centre has also hosted websites of over 22 other institutions including the Livelihood Options site of the Overseas Development Institute(ODI) which also hosts a Discussion Forum on the site.

Training

The center organizes training programmes for library managers, and information scientists on new technology applications for information management, networking through information systems, Internet for information and communication where participants are given an orientation to information technology applications.

Networking with Agricultural Information Centres

The Centre is making attempts to establish linkages with agricultural research, extension and training institutions to enable information sharing.



Continuous Capacity Building of Staff

All staff members across the cadre are encouraged and facilitated to identify areas in which their capacity needs to be built up. Stenographers in MANAGE who used to serve the faculty on one-to-one basis are now computer trained professionals, managing operations in their departments with greater efficiency and more responsibility. Many of them have facilitated in establishing video connectivity with different institutions independently and are the link between the institution and MANAGE, coordinating activities at the different centers. The processes of decentralization, transparency and capacity building have improved their communication skills and confidence tremendously, eventually resulting in high quality output.

Practicing Conservation

Through the conservation concepts practiced on the campus for rain water harvesting, drain water management and solid waste management benefits could be reaped in the shape of lush growth in bio-mass, rich green lawns and a pollution free ambience.

The conservation concept has been extended to electricity and drinking water as well, through participation by everyone on the campus. Office attendants have been designated as resource conservators and entrusted with the job of checking wastage in the use of electricity and water and effectively monitor this in addition to their regular duties in their respective working areas.

A new concept of conservation is in terms of daily newspapers, which are converted into bio-fertilizer through vermicomposting.

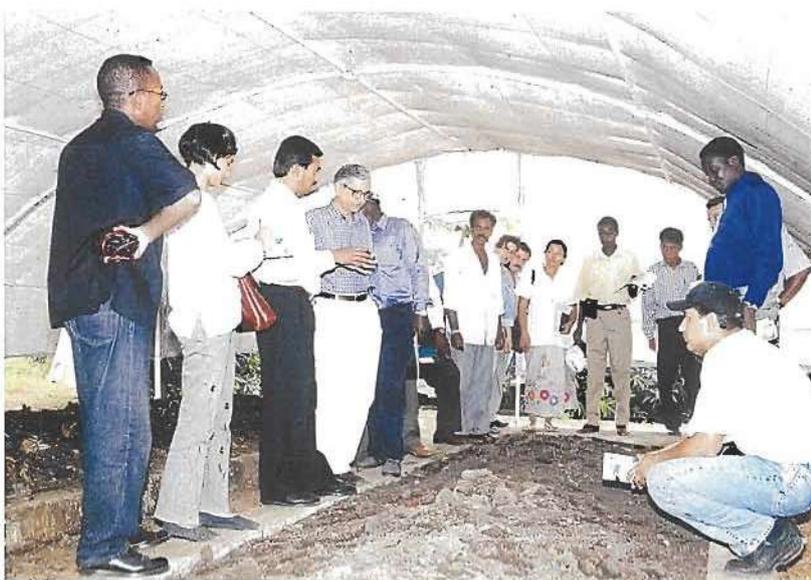
In order to reduce noise pollution particularly in the case of stand-by diesel generating sets installed, acoustic enclosures have been provided bringing down noise levels from 120dbs to 57dbs.

Integrated Health System

MANAGE has initiated an integrated health care approach. A green ambience does have a positive impact on the health of the residents on the MANAGE campus. Particular focus is on traditional systems of medicine, such as ayurveda, and yoga, integrated with modern medicine. An allopathic system is available where greater emphasis is on curative health management. In addition homeopathy and dental care services are a composite part of the health system available to MANAGE employees and students.

Campus development

Civil structures within the campus have reached a certain finality and beautification. The façade of the new hostel block has been developed providing access right upto the portico. A green capsule has created a pleasant ambience. The façade for the new academic building extension has also been developed providing a connectivity with an internal campus grid road and accessibility up to the main open halls laying a ring road around the existing cluster of natural stones in a capsule formation filled with greenery. A pathway has been created all round the campus.



◀ Vermi-composting

ADMINISTRATION AND ACCOUNTS

Administration

The general supervision of MANAGE vests with the President, General Council, presided over by the Hon'ble Union Minister for Agriculture, Government of India. There are two Vice Presidents in the General Council namely 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 at least twice every year.

The General Council exercises overall control and issues directions for the efficient management and administration of the affairs of MANAGE, besides nomination of members to the Executive Council; approval of Annual Budget and Annual Report; and amendment of the Rules and Regulations of MANAGE, with prior approval of Government of India. The detailed organizational structure is as follows:

The General Council has 46 members drawn from different walks of life viz., Hon'ble Union Ministers, Secretaries from Agriculture Department, Planning Commission, Rural Development, Department of Personnel and Training, Agriculture Commissioners / Directors of State Agriculture Departments, Vice Chancellors from three Universities and other non-official members including MPs and MLAs and members nominated from Institutes in India working in agriculture development and allied fields, besides eminent persons who have made noteworthy contributions in the field of agricultural development and allied subjects. The Members, representing four zones of the country, are nominated by the Ministry of Agriculture, Government of India on rotation basis for a period of three years. The composition of the Members of the General Council may be seen at Annexure - I. Subject to the overall control and directions by the General Council, the Executive Council is responsible for the actual implementation of policy matters, in accordance with the Rules and Bye Laws.

The Executive Council has 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.

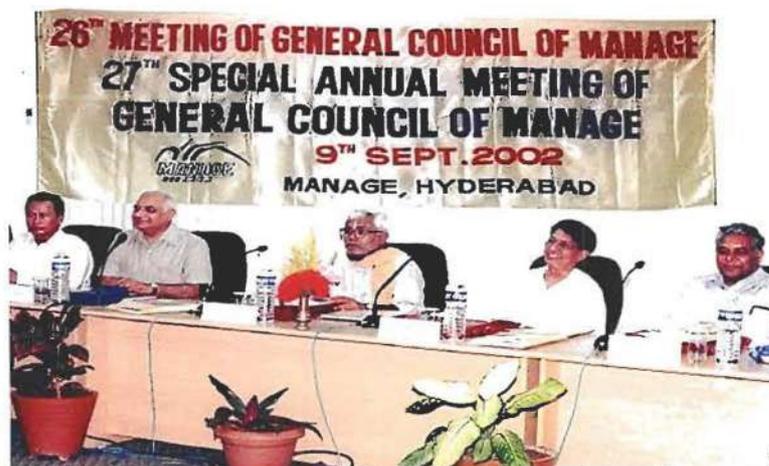
The day-to-day administrative functions are looked after by the Director General, who is the head of the Institute. He is appointed by the Government of India as the Principal Executive Officer and is responsible for smooth and proper functioning of administrative affairs. He exercises powers under the direction and guidance of the Executive Council. The Director General is assisted by Faculty, Administration, Accounts and Engineering Wings.

Faculty

Five Directors, four Deputy Directors, six Asst. Directors and seven Research Associates were working during the period under report. The profile of the faculty and officers may be seen at Annexure - III.

Administrative Support

The Director General is supported by an Administrative Officer on general administrative matters and a Programme Officer for conducting various training programmes. As on 31.3.2003, 52 administrative, technical and other support staff were working at MANAGE.



GC Meeting ▶

Accounts**Accounts Support**

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

Engineering Support

The team includes one Consulting Engineer (Elect.) and one Asst. Engineer (Civil), for construction and maintenance of buildings of MANAGE.

Funds

MANAGE was included in the regular 9th Five Year Plan Project of the Ministry of Agriculture, Government of India and provisions were made for funding under the Plan. MANAGE is committed to attain self-sufficiency and to achieve this objective.

MISCELLANEOUS**Meetings****General Council**

The 26th General Council Meeting and 27th Annual General Meeting were held on 9.9.2002.

Executive Council

Three meetings (41st, 42nd & 43rd) of the Executive Council were held on 9.7.2002, 3.10.2002 and 12.12.2002 respectively.

Financial Position

The Annual Accounts for the year 2002 -2003 have been audited by the Accountant General, Hyderabad, AP.

ANNEXURE I

Composition of the General Council of MANAGE (as on 31.3.2003)

| Rule No. | Composition of General Council | S.No | Name & Address of the Member |
|----------|--|------|---|
| i | President of MANAGE: The Minister Incharge of the Ministry / Department, Government of India, dealing with MANAGE. | 1 | Shri Ajit Singh, Hon'ble Union Agriculture Minister, Ministry of Agriculture, Krishi Bhavan, New Delhi - 110 001. |
| ii | Two Vice-Presidents of MANAGE: The Minister of State (Agri. & Coop.) Secretary, Department of Agri. & Coop. Ministry of Agriculture | 2 | Shri Hukumdeo Narayan Yadav, Hon'ble Minister of State for Agriculture, |
| | | 3 | Shri Mohan Kanda, IAS, Secretary (Agri. & Coop.), Department of Agri. & Coop., Ministry of Agriculture, Krishi Bhavan, New Delhi - 110 001. |
| iii | Four persons from non-official Institutions in India working in Agricultural Development and Allied fields: to be nominated by the President of MANAGE as members | 4 | Vacant |
| | | 5 | Vacant |
| | | 6 | Vacant |
| | | 7 | Vacant |
| iv | Nine eminent persons who have made noteworthy contribution in the field of agricultural development and allied subjects | 8 | Dr Y. Sivaji, Ex. MP - Guntur, Brindavan Gardens, Guntur - 522 006. |
| | | 9 | Dr Yashveer Singh, 75, Sidharth Enclave, Opp. Maharani Bagh, Ashram Chowk, New Delhi - 110 014. |
| | | 10 | Shri Prem Singh Chandumajra, H.No. 103, Phase 2, S.A.S. Nagar, Mohali, Ropar Dist., Punjab - 160 055. |
| | | 11 | Vacant |
| | | 12 | Vacant |
| | | 13 | Vacant |
| | | 14 | Vacant |
| | | 15 | Vacant |
| 16 | Vacant | | |

ANNEXURE I

| | | | |
|------|--|----|---|
| v | Director General, NIRD | 17 | Director General, National Institute of Rural Development, Rajendranagar, Hyderabad - 500 030. |
| vi | Director General, ICAR | 18 | Director General, Indian Council of Agricultural Research, Krishi Bhavan, New Delhi - 110 011. |
| vii | Addl. Secretary and Jt. Secretary Incharge of Extension and Financial Adviser in the Ministry / Department of Govt. of India dealing with MANAGE and the Secretary of the Ministry / Department dealing with Rural Development | 19 | Shri Sudeep Banerjee, IAS, Additional Secretary, Department of Agri. & Coop., Ministry of Agriculture, Krishi Bhavan, New Delhi - 110 011. |
| | | 20 | Shri A.K. Agrawal, IAS, Jt. Secretary (Agri. Extn.), Department of Agri. & Coop., Ministry of Agriculture, Krishi Bhavan, New Delhi - 110 011. |
| | | 21 | Shri Sudhir Mankad, IAS, Financial Adviser, Department of Agri. & Coop., Krishi Bhavan, New Delhi - 110 011. |
| | | 22 | Secretary (Rural Development), Ministry of Rural Areas & Employment, Department of Rural Development, Nirman Bhavan, Room No. 247, A Wing, New Delhi - 110 011. |
| viii | Agriculture Commissioner Govt. of India Department of Agri. & Coop. | 23 | Agriculture Commissioner, Department of Agri. & Coop., Ministry of Agriculture, Krishi Bhavan, New Delhi - 110 011. |
| ix | Secretaries in the Ministries of Education, Department of Personnel and Training and of the Planning Commission or their nominees not below the rank of Jt. Secretary to the Govt. Of India. | 24 | Secretary (Education), Department of Education, Ministry of Human Resources Development, Shastri Bhavan, New Delhi- 110 001. |

ANNEXURE I

| | | | |
|----|---|----|--|
| | | 25 | Secretary, Department of Personnel & Training, Govt. of India, New Delhi. |
| | | 26 | Secretary to Planning Commission, Govt. of India, Planning Commission, Yojana Bhavan, New Delhi - 110 001. |
| x | Five Secretaries to the State Governments / Union Territories Incharge of Agri. Production (in rotation) or their nominees not below the rank of Deputy Secretary to the State Govt. | 27 | Agri. Production Commissioner Govt. of Uttar Pradesh Uttar Pradesh. |
| | | 28 | Secretary, Development & Agriculture, Govt. of Punjab, Chandigarh, Punjab. |
| | | 29 | Agri. Production Commissioner, Govt. of Andhra Pradesh, Hyderabad. |
| | | 30 | Secretary Agriculture, Govt. of Tripura, Agartala, Tripura. |
| | | 31 | Agri. Production Commissioner, Govt. of Bihar. Patna, Bihar. |
| xi | Seven Members of the Union / State and Union Territory Legislatures: 2 from Lok Sabha, 1 from Rajya Sabha, 4 from State and Union Territories (To represent four Zonal Councils by rotation) | 32 | Vacant |
| | | 33 | Vacant |
| | | 34 | Vacant |
| | | 35 | Vacant |
| | | 36 | Vacant |
| | | 37 | Vacant |
| | | 38 | Vacant |

ANNEXURE I

| | | | |
|------|--|----|--|
| xii | Four Directors of Agriculture of States / Union Territories (to represent their regions of the country by rotation); or their nominees not below the rank of Additional Director of Agri. or an Officer of equivalent rank | 39 | Director of Agriculture, Govt. of Himachal Pradesh, Shimla, Himachal Pradesh. |
| | | 40 | Director of Agriculture, Directorate of Agriculture, Govt. of Meghalaya, Cleve Colony, Shillong - 793 003. |
| | | 41 | Director of Agriculture, Govt. of Madhya Pradesh, Vindhyachal Bhavan, Bhopal, Madhya Pradesh. |
| | | 42 | Director of Agriculture Govt. of Maharashtra, Pune, Maharashtra. |
| xiii | The Director General of MANAGE who shall be appointed by the Government of India, Ministry of Agriculture | 43 | Shri A.K. Goel, IAS, Director General, National Institute of Agri. Extn. Management (MANAGE), Rajendranagar, Hyderabad - 500 030 (AP). |
| xiv | Two Vice-Chancellors of Agri. Universities and one Vice-Chancellor of General University (by rotation); or their nominee not below the rank of Director | 44 | Vice Chancellor, GB Pant University of Agri. & Technology, Pantnagar, Uttaranchal. |
| | | 45 | Vice Chancellor, Himachal Pradesh Krishi Vishva Vidyalaya, Palampur, Himachal Pradesh. |
| | | 46 | Vice Chancellor, Punjab University, Chandigarh, Punjab. |

ANNEXURE II

Composition of the Executive Council of MANAGE (as on 31.3.2003)

| Rule No. | Composition of Executive Council | S.No | Name & Address of the Member (Chairman, Officials & Non- official Members) | | |
|----------|--|------|--|----|--|
| 5.I(i) | Secretary (A & C) as Vice President of MANAGE shall be Chairman of the Executive Council | 1 | Shri Mohan Kanda, IAS, Secretary (Agriculture), Dept. Of Agriculture & Coop., Ministry of Agriculture, Govt. of India, Krishi Bhawan, New Delhi - 110 001. | | |
| | | 2 | Shri Sudeep Banerjee, IAS, Additional Secretary, Dept. of Agri. & Coop., Ministry of Agriculture, Krishi Bhavan, New Delhi-110 001. | | |
| | | 3 | Shri A.K. Goel, IAS, Director General National Institute of Agri. Extension Management (MANAGE), Rajendranagar, Hyderabad - 500 030. | | |
| | | 4 | Shri A.K. Agarwal, IAS, Jt. Secretary (Agri. Extn.), Dept. of Agri. & Coop., Govt. of India, Ministry of Agriculture, Krishi Bhavan, New Delhi - 110 001. | | |
| | | | | 5 | Shri Sudhir Mankad, IAS, Financial Advisor, Dept. of Agri. & Coop., Ministry of Agriculture, Krishi Bhavan, New Delhi-110 001. |
| | | e | Five eminent persons who have made note-worthy contributions in the fields of agricultural development / and allied subjects; to be nominated by the Government of India from among the members of the General Council | 6 | Vacant |
| | | | | 7 | Vacant |
| | | | | 8 | Vacant |
| | | | | 9 | Vacant |
| | | f | Two members to be nominated by the General Council from among the non-official members of the General Council | 10 | Vacant |
| | | | | 11 | Vacant |
| | | | | 12 | Vacant |

ANNEXURE III

MANAGE Faculty and Officers (as on 31.3.2003)

| Sl. No. | Name of the Faculty | Designation | Qualifications | Experience |
|---------|-----------------------|---------------------------------|---|--|
| 1 | Shri A.K. Goel IAS | Director General | B.Tech. (Electronics & Electrical Communications), IIT, Kharagpur M.Tech. (Computer Sciences), IIT, Kanpur | Collector; Commissioner of Rural Development; Commissioner-Higher Education; Commissioner-Social Welfare and Rehabilitation; Secretary-BC Welfare; Director General-MANAGE |
| 2 | Dr N.K. Sanghi | Director | M.Sc. (Agri.) Ph.D. | Total 30 years of experience - 13 years as Scientist (Plant Breeding) ICAR; 10 years as Zonal Coordinator ICAR; 7 years in MANAGE |
| 3 | Dr G.R. Desai | Director & PCTL (NATP) | M.Sc. (Agri. Extn.) Ph.D. (Agri. Extn.) | Total 23 yrs of experience - Dy. Director, ETOT, NIRD; Programme Coordinator for the Agricultural Extension Management Training Program under the aegis of Coverdale |
| 4 | Dr M.N. Reddy | Director & Consultant (NATP) | M.Sc. (Agri.) Ph.D (Agri. Extn.) | Total 27 years of experience - 2 1/2 years as Agri. Extn. Officer, Dept. of Agri.GoAP; 7 years as Farm Radio Officer, AI &CC, APAU; 6 months as Extn. Splst. Regional Agricultural Research Station, Nandyal, AP; 9 years as Associate Professor (Com.) EEI, Hyderabad; 1 year as Consultant & Project Manager for Tribal Development Project, MANAGE; 1 Year as Associate Professor (Com.) EEI; 3 years as Consultant, NATP; Director & Consultant (NATP), MANAGE |

ANNEXURE III

| | | | | |
|---|--------------------|---|---|--|
| 5 | Dr J.P. Singh | Director | M.Sc. (Agri.) Ph.D. (Agri. Eco.) | Associate Professor (Agri. Eco.) in Dept. of Agri. Eco.; 29 yrs University Head of the Dept. (Agri.Eco.) in Dept. of Agri. Eco.; 4 years Director (Agri. Eco.) in MANAGE from Sept. 1999 |
| 6 | Dr V.P. Sharma | Director (ITDP) | M.Sc. (Stats) M.A. (Eco.) M.B.A. Ph.D. | Total 24 years of experience - 13 years at MANAGE; Major areas Networking Agriculture Management Systems and Developing Multimedia Interactive content on MANAGE Network |
| 7 | Dr Vikram Singh | Dy. Director (Organizational Behaviour) | M.A. (Psych.) M.Phil. (Psych) Ph.D. (Psych) | 10 years as Asst. Director in NIRD; Centre for Behavioural and Organisational Development; Coordinator PGPAJMC |
| 8 | Shri V.K. Reddy | Dy. Director | M.A. (Soc) PG Diploma in Labour Laws & Personnel Mgmt. | Asst. Director in NIRD; Faculty of HRD |
| 9 | Dr B.D. Tripathi | Dy. Director, Consultant (ATS) NATP | M.Tech. M.B.A. Ph.D. (Mgmt. Sciences) | Total 26 years of experience - 6 months teaching experience in Engineering College; 4 years industrial experience in Modern Food Industries; 8 years as Asst. Technology Advisor in Dept. of Food, Govt. of India; 14 years in MANAGE Training, Consultancy and Coordinator PGPABM |

ANNEXURE III

| | | | | |
|----|-------------------------|-----------------------------------|--|--|
| 10 | Dr P. Chandra Sekhara | Dy. Director (Agri. Extn.) | Ph.D. (Agri. Extn.) | 10 years as Jr. Liaison Officer in Coffee Board; 4 year as Dy. Director (Agri.Extn.), MANAGE |
| 11 | Dr K. Uma Rani | State Consultant (NATP) | M.Sc. (Home Sc.) M.Phil. (Extn. Edu.) Ph.D. (Extn. Edu.) | 19 years in Training, Research and Consultancy |
| 12 | Dr K.H. Vedini | Programme Officer | M.Sc. (Agri.Eco.) Ph.D. PDF (Netherlands) | 4 years experience as Consultant for Development Projects; 4 years as Academician |
| 13 | Shri J. Pandu Ranga Rao | Asst. Director (Computers) | M.Sc. (Stats) M.A. (Eco.) Diploma in Computer Science | Total 29 years of experience - 19 years as Research Officer in NIRD |
| 14 | Mrs. Lakshmi Murthy | Asst. Director (Doc.) | M.A. (Eco.) M.L.I.Sc. Adv. Dip. in French | 20 years in Documentation and Information Management |
| 15 | Dr T.D.S. Kumar | Asst. Director | M.Sc. (Agri. Eco.) Ph.D. (Agri. Eco.) | 14 years in Training, Research and Consultancy |
| 16 | Dr M.A. Kareem | Asst. Director | M.Sc. (Agri. Extn.) Ph. D. (Agri. Extn.) | 13 years in Training, Research and Consultancy |
| 17 | Mrs. G. Jaya | Asst. Director | M.Sc. (Home Sc.) Adv. Dip. in Management Dip. in HRD | 16 years in Training, Research and Consultancy |
| 18 | Shri K.V. Rao | Programmer | M.Tech. (CSE) M.Sc. (Physics) PGDCA | Research Asst. (Physics) in CW & FRS, Pune, Ministry of Water Resources, Govt. of India |
| 19 | Dr B. Renuka Rani | Research Associate (Res. Studies) | M.S.W. Ph.D. PGDPR | 3 years as MLTC Instructor; 4 years in Watershed Activities; 5 years as RA |

ANNEXURE III

| | | | | |
|----|-------------------------|-------------------------|--|--|
| 20 | Shri A. Krishna Murthy | Documentation Assistant | M.A. (Pub.Admn.) M.L.I.Sc. (M.Phil.) PG Dip. in Library Automation & Networking | 10 years in Organisation of Information and Database Development |
| 21 | Smt P. Lakshmi Manohari | Research Associate | M.Sc. (Agri.) | 7 years in Extension |
| 22 | Shri G. Bhaskar | Research Associate | M.A. (Personnel Mgmt) PGDCP Dip. in RDBMS & OPSS | 10 years in Software Development |
| 23 | Dr. K. Sai Maheshwari | Research Associate | M.Sc. PG Dip. (Seri.) Ph. D. | 1 year as Lecturer; 1 year Research Associate in ANTWA Project; 3 years in Manchal Watershed 5 years as RA |
| 24 | Shri B. Venkat Rao | Research Associate | M.B.A. (Mktg.) | 5 years as RA |
| 25 | Dr P. Kanaka Durga | Research Associate | Ph.D. (Agri. Eco.) | 2 years as Lecturer; 4 years as RA |

Administration

| Sl. No. | Name of the Officer | Designation | Qualifications | Experience |
|---------|------------------------|------------------------|------------------------------|--|
| 1 | Shri A. Sreenivasa Rao | Asst. Director (Admn.) | B.Com. | Total 34 years of experience in ANGRAU and MANAGE in different posts |
| 2 | Shri K.V. Mohan Babu | FA & AO | M.Com. PG Diploma in IRPM | 24 years in NPCC Ltd. (Min. of Water Resources) |

ANNEXURE III

| | | | | |
|---|--------------------------------------|--|---|--|
| 3 | Smt. N. Usha Rani | PS to DG | B.Com. (Stats) Dip. in PS DCP | Total 22 years of experience in NIRD and MANAGE |
| 4 | Shri K.S. Rao | Consulting Engineer (Electrical) | Dip. in Electrical Engineering | Total 34 years of experience in CPWD |
| 5 | Shri C.R. Vidyasagar | Asst. Engineer (Civil) | AMIE (Civil Engineering) MIE (India) CE (India) | Total 5 years of experience in MANAGE |
| 6 | Smt K. Srivally | Hindi Translator | M.A. (Hindi) M. Phil. (Hindi) PG Diploma in Translation | 4 Years as Jr. Lecturer; 5 years as Hindi Translator |
| 7 | Shri A.V.N.N. Gupta | Office Superintendent | B.Com. | Total 22 years of experience in NIRD and MANAGE |
| 8 | Shri E. Rajasekhar | Office Superintendent | B.Sc. Cert. Course in Computer Languages & Applications | Total 16 years of experience in DOR & MANAGE |
| 9 | Shri Ch. Naga Mallikarjuna Rao | Sr. Accountant | M.Com. ICWA (Inter) | Total 12 years of experience in MANAGE |



**NATIONAL INSTITUTE
OF AGRICULTURAL
EXTENSION MANAGEMENT**

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

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