

MANAGE Bulletin

From the National Institute of Agricultural Extension Management

Public-Private Partnership in Agricultural Extension Management : Hoshangabad shows the Way

Dr. P. Chandra Shekara, Faculty, MANAGE



Shri Ajit Singh
Union Agriculture
Minister

"We recognize that there exists outside the public domain not only vast financial resources but a whole universe of talent and wisdom which can meaningfully serve the agrarian community. We believe, that the task of managing agriculture in the future cannot be adequately addressed by the public extension agencies alone, but will require the combined strengths and synergies of a pluralistic, multi-agency system in which the private corporate sector, farmers organizations, co-operatives, NGO's, para professionals, small agri business, self-help groups, input dealers and suppliers, electronic and print media and information technology will each contribute according to its own strength and capabilities. We need to harness all possible resources, both human and financial, for the gigantic task of providing a quantum jump to agriculture in this new millennium".



The contribution of public extension in attaining self-reliance in food production is very well recognized. But in this changing time, public extension alone is not sufficient to address multi-faceted problems faced by farmers. Public extension is also constrained by limited resources, wide ratio between farmers and extension personnel and also by added responsibility of handling emerging issues like marketing extension, agri-business, quality consciousness and WTO. The need of the hour is to involve all the stakeholders in agriculture in the development process.

In the Indian context, such private extension service providers available are, unemployed agricultural graduates, agricultural consultants, consultancy firms, progressive farmers, farmers organizations, co-operatives, non-governmental organizations, NGO run KVK's, agri-business companies, input dealers, newspapers, agricultural magazines, private television channels, private sector banks, internet and donor agencies.

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Shri Digvijay Singh
Chief Minister
Madhya Pradesh

Participation of private organizations in providing Agricultural Extension services will naturally benefit farmers in using new technologies, cultivating cash crops to maximise their profit, and also help scientists to carry the technologies to the rural areas.



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Dr. M.S. Swaminathan
Chairman
MS Swaminathan Research
Foundation, Chennai

“The private sector has particularly an important role to play in bringing about a shift from unskilled to skilled work in agriculture and allied sectors”.



Shri A.K. Goel
Director General
MANAGE, Hyderabad

“Public Extension system has played a historical role during green revolution thereby ushering in an era of plenty. But, today’s challenges are different. The process of changing roles and additional responsibilities of extension workers have created a gap. This space can be partly filled up by private extension. Hence, public-private partnership is a new synthesis whose time has come”.

Realizing the importance of private sector involvement in extension, MANAGE organized a national seminar on private extension during July, 2000 and the recommendations were circulated to all the concerned. There after MANAGE has been closely working on the concept with policy makers and practitioners. In the process, three books were published, seminars, workshop and training programmes were organized to create an awareness about the potential of private extension and also to clear the doubt in the minds of concerned people.

This period saw the emergence of many private extension service providers in different parts of the country. But, the real boost to this concept came when the Government of Madhya Pradesh decided to implement an innovative programme on “Private-Public Partnership in Agricultural Extension Management” with the active facilitation of MANAGE, Hyderabad.

“Private – Public Partnership in Agricultural Extension Management”, an innovative programme launched by Sri Digvijaya Singhji, Honorable Chief Minister of Madhya Pradesh at Pawarkhed, Hoshangabad district of Madhya Pradesh on November 5th, 2001 in the presence of 3000 farmers opened a new chapter in the history of agricultural extension in India. The Memorandum of Understanding (MOU) signed between Director of Agriculture, Madhya Pradesh and Chairman, Dhanuka Group aims to work together in areas like soil testing, training, farmers tour programmes, demonstrations, transfer of technology through cyber dhabas, agriculture fortnights, establishment of markets and providing credit facilities to farmers. Many more areas would be identified for further collaboration. This beginning would have a definite



Shri Mahindra Singh
Agriculture Minister
Madhya Pradesh

“Till now Agri-Business companies were only involved in producing and selling fertilizers and pesticides, but now through this programme, will work with government in delivering Agricultural Extension services for the development of farmers. This partnership is also helpful in meeting challenges emerging out of WTA and will surely facilitate the speedy transfer of technology”.



Dr. G.S. Kaushal
Director of Agriculture
Madhya Pradesh

“Partnership with Dhanuka in Hoshangabad is just the beginning. Many other companies viz. KRIBCHO, IPL, SOPA, Sriram fertilizers, NFL and BEC have come forward to work with Government in other districts of Madhya Pradesh”.



Shri R.G. Agarwal
Chairman, Dhanuka Group

“Private-Public partnership has begun a new chapter in the history of Agricultural Extension in India by launching this project. Madhya Pradesh became the first state in the country to involve Agri-Business companies in Agricultural Extension and Dhanuka is proud to be first in the process”.



Dr. G. S. Kaushal, Director of Agriculture, Madhya Pradesh, releasing a book on Private Extension: Indian Experiences. Dr. P. Chandra Shekara, Faculty, MANAGE, Dr. A.K. Sinha, MANAGE facilitator and other Senior Officers of the state are seen in the picture.

future impact on the scenario of agricultural extension management. Thus Madhya Pradesh became the first state in the country to have a private extension policy and pioneered by implementing the same. MANAGE facilitation aims to strengthen the partnership, expand the programme to other districts of Madhya Pradesh and carry the message to other states of the country. MANAGE believes that this partnership would save public cost and enhance competency in providing quality and accountable extension service.

Future programmes of MANAGE during the year 2001-2002 aim at spreading the concept of private public partnership in agriculture extension management in other states through 'Bhopal model workshops'. The workshops would be held at Assam, Maharashtra, Andhra Pradesh and Karnataka. MANAGE would also work for evolving new areas for private participation like agricultural tourism on which a training programme is being planned at MANAGE.

Focus at MANAGE would be on Implementation of the project on "Harnessing private-public partnership for agricultural development in Madhya Pradesh" over the next six months. The objectives of the project are :

1. To assess private extension potential of Madhya Pradesh
2. To formulate a private extension policy for Madhya Pradesh
3. To identify / design private extension models / approaches for the use of private extension service providers
4. To finalise the memorandum of understanding (MOU) and to establish the linkage between private and public extension
5. To undertake capacity building programmes for private extension service providers (PESP's)
6. Monitoring and evaluation of private extension activities.

Publications on Private Extension

- **Abstracts of National Seminar on Private Extension, 2000**
- **Private Extension in India : Myths, Realities, apprehensions and approaches, 2001**
- **Private Extension: Indian Experiences, 2001**
Editor : Dr. P. Chandra Shekara, Faculty, MANAGE.

Public-Private Partnership : MANAGE Initiatives

- ❖ National Seminar on Private Extension at MANAGE, Hyderabad, July, 2000. 57 participants representing 11 states and various government and non-government organizations participated in the seminar and discussed 65 research papers in five technical sessions.
- ❖ Establishment of an information resource base on Private Extension at www.manage.gov.in
- ❖ Establishment of a Private Extension network consisting of 70 interested academicians and practitioners working in different parts of the country.
- ❖ Trained Agriculture graduates serving in private extension organizations.
- ❖ Assisted many organizations in implementing private extension services and closely working with Private Extension Service Providers (PESP's) operating in different parts of the country.
- ❖ MANAGE is currently working on the concept of "Agri-clinics and agri-business centers" closely in association with Small Farmers Agribusiness Consortium (SFAC). The central sector scheme of agri-clinics and agri-business centers aims to assist agricultural graduates / graduates in subjects allied to agriculture in setting up of 30,000 agri-clinics / agri-business ventures over a period of six years at the rate of 5000 per year. Agri-clinics are envisaged to provide expert services and advice to farmers on various aspects of production and marketing and clinical services for animal health etc. which would enhance productivity of crops / animals. Agri-business centers are envisaged to provide input supply, farm equipment on hire and other similar services. The project would be implemented by Small Farmer's Agri-business Consortium (SFAC) in collaboration with MANAGE, Hyderabad and other organizations.
- ❖ Workshop on "Private Extension Potential in Madhya Pradesh" at Bhopal on August, 24th 2001 where 65 delegates representing 48 agri-business companies participated. This workshop paved the way for launching of private extension services in Madhya Pradesh later.
- ❖ Co-sponsorer of a conference on "Interface with private sector organizations on policy framework for Agricultural Extension" organized by FICCI and Ministry of Agriculture, Govt. of India held at New Delhi on 30th October 2001.
- ❖ Facilitated drafting of private extension policy of Madhya Pradesh, worked on various Agri-business approaches and facilitated in launching of private-public partnership in agricultural extension management at Hosingabad district of Madhya Pradesh in association with Dhanuka group.
- ❖ Prepared a film on Private Extension activities in Madhya Pradesh.
- ❖ Besides, a number of faculty seminars, training programmes were organized in the area of private extension and research papers published and presented at seminars held at different parts of the country.

Private Extension Information Dissemination

All publications, reports and information generated at MANAGE on private extension are accessible at www.manage.gov.in

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TRAINING PROGRAMMES ON NWDPRA GUIDELINES FOR STATE TRAINERS

Ministry of Agriculture, Govt. of India released the new WARASA- Jan Sahabagita guidelines for the Watershed Programme. This has come into effect from November 2000. Major emphasis is on involvement of local people in planning and implementation of the watershed works so that local Community Based Organizations (WC, SHG) build up their own capacity of self-management of the developed resources beyond the project duration. In this context, the Ministry has been very keen on capacity building of state and district level officers engaged in implementation of the program.

MANAGE, being the apex National Training and Extension Management Institute, has been assigned a task of conducting training programmes for State level trainers, who in turn will train the district officials on various aspects of the revised guidelines. MANAGE has so far conducted 9 courses covering 140 participants from 15 states all over the country viz. Uttar Pradesh, Orissa, West Bengal,

Assam, Nagaland , Kerala, Karnataka, Himachal Pradesh, Punjab, Haryana, Madhya Pradesh, Uttaranchal, Gujarat, Rajasthan and Goa.

The one-week course starts with sharing of experiences of the participants on work initiated in their states both under NWDPRA and MORD. The progress made so far on identification of the districts and PIA is also shared by the participants. After the initial interactions, discussions are focused on studying and understanding the new guidelines. The interactions are divided into different sub-sessions covering different phases of the programme and key aspects such as community organization, capacity building, monitoring and evaluation etc. Learning from experiences of successful watersheds is also built in to the programme through screening of video films. After the first two days, the training focuses on people centered approach - discussing pre-requisites of people's participation and organization of community into a sustainable institutional set up at village level. The interactions are also focused on discussing

emerging concepts related to technological aspects of the watershed programme.

A field visit to the watershed programme implemented by MANAGE is organized to interact with the representatives of WC members, see on-field implementation of the approach and the results. After the field visit, the course focuses on skill development related to action plan preparation through a participatory approach.

Towards the end, orientation is given on application of GIS in watershed program and also on a multimedia self-learning tool on watershed programme.

The training concludes with preparation of action plans by the participants for capacity building of different stakeholders.

All these courses have provided MANAGE an opportunity to share their practical experience and build a people friendly approach to make watershed programs successful in different states. It has also brought in learning about new dimensions related to various geographical, socio-economic situations and new challenges.

The Livelihood Options Study

MANAGE is involved in disseminating information on a study on Livelihood Options, coordinated by the Overseas Development Institute (ODI)UK.

Around 70% of the population of South Asia rely on agriculture and renewable natural resources for a large part of their livelihoods. Historically, there has been a trend in all countries for people to move from rural to urban areas, and even within rural areas, to move out of natural resource-based occupations. Yet, these transitions are neither simple nor painless: some people are able to climb out of poverty by specialising in some new full-time occupation, but for many, the only way forward is to diversify into new, part-time activities, taking up some and dropping others as circumstances allow. Diversification is far more widespread and complex than many had thought. However, it is not always a positive exit: those denied access to NR may have to diversify out of desperation, and become caught up in a downward spiral.

The Livelihood Options study, funded by the UK Department for International Development (DFID) Rural Livelihoods Department and drawing on evidence from India, Bangladesh and Nepal, aims to identify how policies can be changed to

support positive exits via diversification, and how to reduce negative impacts. Within India, it will examine:

- * How and how far existing policies have aimed to enhance the positive options for diversification and reduce the negatives
- * How far these policies have actually impacted at village level
- * What can be done to modify existing policies, or design new ones to achieve greater impact

Within India the study is based in three states with contrasting political and administrative characteristics: Andhra Pradesh, Madhya Pradesh and Orissa.

The study will focus on policy interventions within four broad arenas:

- * Microfinance, including credit, savings and insurance provisions;
- * Employment (and self-employment) as affected by microfinance
- * Wider questions of migratory employment
- * Safety nets, including employment assurance and price subsidies

Research Questions

The types of questions that the research will address include the following:

- * How are the poor being affected by changes taking place in the Indian rural economy?

- * How have systemic transformations (e.g. in trade liberalisation, the role of the state, the investment climate and the creation of infrastructure) affected rural livelihoods in the study areas?
 - * How and why are the rural poor diversifying?
 - * How do formal and informal institutions affect their access to opportunities?
 - * How do market forces (reflecting ecological, demographic and economic variations) affect access and vulnerability?
 - * How do state provisions affect access and vulnerability?
 - * What influence do State and local governments have on the design and availability of these provisions?
Are they influenced by tensions between elected officials and civil servants, or between elected officials and informal resource user-groups?
 - * Who gains and who loses from these processes?
 - * How can access by the poor to these provisions be improved?
- A web site on the study would be hosted soon along with a platform for discussion.

Vigilance Awareness Week at MANAGE

The Vigilance Awareness week was celebrated in MANAGE during 31st October to 6th November 2001 as per the guidelines received from the Central Vigilance Commission and the Ministry of Agriculture, Govt of India. The week commenced with the pledge administered by Shri A.K. Goel, IAS, Director General MANAGE. Messages were also read out. Swamy Sasankananda, Chief of the

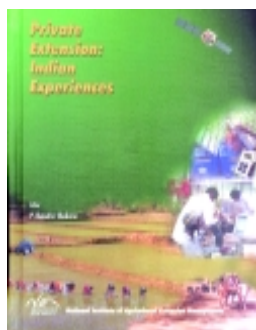
Ramakrishna Mission, Ranchi addressed the faculty and students during his brief visit to MANAGE during the week. He highlighted the need for a corruption free society. The righteous acts of all the individuals will form a corruption free society, he said.

An essay writing competition, debate and slogan writing contest were some of the events organized during the week.

Information Resource Center: New Publications

Private Extension: Indian Experiences

Editor : P. Chandra Shekara



Documents Indian experiences in Private extension and also provides directions to beginners in private extension specially agripreneurs who wish to go back to villages and try out these innovations. Gives an overall view of private extension experiences in India, through agribusiness companies, Farmers organizations and farmers cooperatives, mass media, non-governmental organizations, linkages, experiences and lessons. Policy makers, academicians, practitioners especially agripreneurs and agri-business companies, farmers and other stakeholders in private extension would find this useful.

Economic Evaluation of Participatory Adaptive Research Project

by J.P.Singh and M.A.Kareem



The tribals are a downtrodden lot living in sheer destitution and shying from modern civilisation. Despite several efforts made by developmental agencies from time to time not much improvement has been found in the overall standard of living.

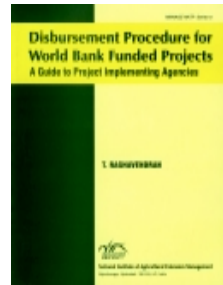
The situation on the agricultural front was far more alarming with hand to mouth existence, low or no marketable surplus and very poor bargaining

power. MANAGE has been identified as the agency to take up the Participatory Adaptive Research Project (PAR). The activities have been focussed to gain ground on the improvement of income through interventions on the technology front not only for agriculture but also in the livestock component as well as natural resource management involving both range management and agro-forestry management.

The present investigation was undertaken to study the impact of the PAR Project on the tribal farmers for whom it is meant. The study would be helpful to researchers and decision makers in understanding the complex interaction of ecological, economic and demographic attributes arising out of the PAR programme.

Disbursement Procedure for World Bank Funded Projects : A Guide to Project Implementing Agencies

T. Raghavendran



This book sets forth in detail the various processes involved in the disbursement of Loan funds from the World Bank, beginning from the stage of expenditure incurred for the Project activities to the stage of reimbursement to the project from Loans funds sanctioned by I.D.A (International Development Association) and IBRD (International Bank for Reconstruction and Development).

Strategic Research and Extension Plan of Ganjam District, Orissa,

SREP Series 15, Hyderabad, MANAGE, 2001.



Strategic Research and Extension Plan of Adilabad District, Andhra Pradesh,

SREP Series 16, Hyderabad, MANAGE, 2001.



MANAGE series on WTO and Agriculture

Number 4: September 2001. Focus: Doha Ministerial conference

Number 5: October 2001. Focus: Milk and Milk Products

Number 6: November 2001. Focus: Minor Millets

Number 7: December 2001. Focus: Doha Declaration



MANAGE-ODI Natural Resource Perspective Series

Number 72, October 2001. Recognizing diversity:

Disability and Rural Livelihoods approaches in India by Janet Seeley.

There are approximately 90 million disabled people in India. Concerted action, in both policy and practice, is needed to go beyond welfarism and ensure that these people can participate in and benefit from mainstream rural development programmes. This paper explores how livelihoods-based approaches can improve access by the disabled to resources and entitlements.

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