



ICAR-AGRICULTURAL TECHNOLOGY APPLICATION RESEARCH INSTITUTE

G.T. Road, Rawatpur, (Near Vikas Bhawan)
Kanpur (U.P.) – 208 002

☎ (O) : (0512) 2533560
Fax : (0512) 2533560
Web site : <http://atarikanpur.icar.gov.in>
E-mail : zpdicarkanpur@gmail.com,
atari.kanpur@icar.gov.in

अटारी कानपुर
ATARI KANPUR

(AN ISO 9001:2015 CERTIFIED ORGANIZATION)

TRAINING MODULE

Third Phase Management Development Programme (MDP)

(03 to 07 March 2026)

at ICAR-ATARI, Kanpur



Situation
Analysis &
Planning



Management &
Administration



Infrastructure,
Records &
Financial
Documentation



Reporting,
Monitoring,
Review &
Convergence



Project Proposals,
Case Studies,
Success Stories &
Impact Assessment

 Stronger KVKs | Better Extension | Sustainable Agriculture 



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Compiled by:

Dr Raghwendra Singh

Dr Ajay Kumar Singh

Dr Seema Yadav

Dr Preeti Yadav

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Director

ICAR-Agricultural Technology Application
Research Institute (ATARI), Zone-III, Kanpur-
208002, Uttar Pradesh, India.

Tel: 0512-2533560; Fax: 0512-2533560

Email: zpdicarkanpur@gmail.com

Website: <https://atarikanpur.org.in/>

Introduction

Agriculture is a major contributor to rural livelihoods, employment generation, food security and the overall socio-economic development of India. However, the agricultural sector is continuously evolving due to changes in climatic conditions, emerging pest and disease problems, increasing production costs, market uncertainties, natural resource degradation and the need for sustainable agricultural practices. Addressing these challenges requires effective agricultural research, technology assessment, demonstration and dissemination through a well-coordinated extension system. In this context, Krishi Vigyan Kendras (KVKs) play a significant role in bridging the gap between agricultural research institutions and farming communities by providing need-based training, on-farm testing, frontline demonstrations and advisory services to farmers and rural youth.

The Indian Council of Agricultural Research (ICAR), through its Agricultural Technology Application Research Institutes (ATARIs), provides technical guidance, coordination, monitoring and institutional support to KVKs for effective implementation of agricultural extension programmes. ICAR–Agricultural Technology Application Research Institute, Kanpur, plays an important role in coordinating and strengthening KVK activities within its jurisdiction. To fulfill their mandate effectively, KVKs require systematic agricultural situation analysis, evidence-based planning, efficient institutional management, proper financial administration, timely reporting and effective documentation of programme outcomes and impacts. Strengthening these capacities is essential for improving the relevance, efficiency and accountability of agricultural extension services.

Keeping these requirements in view, the Third Phase Management Development Programme (MDP) was organized at ICAR–ATARI, Kanpur, from 03 to 07 March 2026, under the leadership of **Dr. Raghwendra Singh, Director, ICAR–ATARI, Kanpur, as the Course Director**, with **Dr. Ajay Kumar Singh and Dr. Seema Yadav serving as the Course Coordinators**. The programme was designed for KVK Heads, Senior Scientists, extension functionaries and other nominated institutional personnel to enhance their managerial, administrative, technical and professional competencies for effective KVK functioning.

The training programme covered five major thematic areas. The first theme, *Agricultural Situation Analysis and KVK Planning*, focused on understanding the agricultural profile of districts, identifying priority field problems, assessing farmers' training needs and preparing

relevant annual and perspective action plans. Agricultural situation analysis provides a scientific basis for identifying local opportunities and constraints and ensures that KVK interventions are aligned with the needs of farmers and the agro-ecological conditions of the region. The preparation of district profiles, training-needs matrices and inventories of available technologies and service providers was emphasized to promote evidence-based decision-making.

The second theme, *KVK Management, Administration and Innovation*, focused on institutional management, administrative procedures, procurement, budget monitoring, audit compliance, legal and administrative matters, and innovative approaches to agricultural extension. Efficient management and transparent administrative practices are essential for the proper utilization of institutional resources and the timely implementation of planned activities. The programme also emphasized the development of innovative extension approaches that can improve farmer participation, technology adoption and institutional effectiveness.

The third theme, *Infrastructure, Records and Financial Documentation*, addressed infrastructure planning, asset management, equipment maintenance, resource mobilization and the systematic maintenance of administrative, financial and scientific records. Proper documentation of expenditure, utilization certificates, audited utilization certificates and agreements with host organizations is necessary to ensure financial accountability and institutional transparency. Effective utilization and maintenance of existing infrastructure can also improve the operational efficiency of KVKs.

The fourth theme, *Reporting, Monitoring, Review and Convergence*, focused on improving the quality and timeliness of periodic reports, developing monitoring indicators, reviewing programme progress and strengthening convergence with agricultural line departments, ATMA, non-governmental organizations and other stakeholders. Regular monitoring and review help identify implementation gaps, assess progress against targets and facilitate timely corrective action. Institutional convergence further supports the efficient use of resources, coordination of extension activities and wider dissemination of agricultural technologies.

The fifth theme, *Project Proposals, Case Studies, Success Stories and Impact Assessment*, emphasized project formulation, scientific writing, documentation of successful interventions and assessment of programme outcomes and impacts. Participants were encouraged to distinguish between outputs, outcomes and impacts and to identify appropriate indicators for

evaluating the effectiveness of KVK interventions. The preparation of project concept notes, case-study outlines, success stories and individual action plans was intended to strengthen the capacity of participants to communicate research findings and extension achievements through evidence-based documentation.

The programme adopted a participatory and practical training approach involving interactive lectures, expert discussions, brainstorming, case studies, group exercises, preparation of management formats, peer presentations and feedback. Practical assignments enabled participants to apply the concepts learned during the sessions to their respective institutional responsibilities. Pre- and post-training assessments, along with the evaluation of practical outputs, provided a basis for reviewing learning and identifying areas for further improvement.

Overall, the Third Phase MDP at ICAR–ATARI, Kanpur, was designed to strengthen the managerial and professional capacities of KVK personnel and promote a more systematic, transparent, accountable and outcome-oriented agricultural extension system. The programme sought to improve the quality of planning, administration, infrastructure utilization, financial management, reporting, stakeholder convergence and impact documentation. By translating the knowledge and skills acquired during the training into institutional practices, participants were expected to contribute towards more effective KVK functioning, need-based technology dissemination and sustainable agricultural development.

Objectives of the Training Programme

General Objective

To strengthen the managerial, administrative, technical and professional competencies of KVK Heads, Senior Scientists and extension functionaries for effective planning, implementation, monitoring and evaluation of KVK activities and for improving the delivery of need-based agricultural extension services.

Specific Objectives

1. **To develop capacity in agricultural situation analysis and evidence-based planning** by enabling participants to prepare district agricultural profiles, identify priority agricultural problems, assess farmers' training needs and formulate relevant annual and perspective action plans.

2. **To strengthen KVK management and administrative efficiency** through improved understanding of institutional procedures, procurement processes, financial management, budget utilization, audit compliance and applicable administrative requirements.
3. **To improve infrastructure planning and resource management** by promoting systematic asset inventories, preventive maintenance, efficient utilization of existing facilities and appropriate resource mobilization.
4. **To enhance financial accountability and record management** through better preparation and maintenance of utilization certificates, audited utilization certificates, administrative records, financial documents, scientific records and institutional agreements.
5. **To improve reporting, monitoring and evaluation practices** by developing skills in preparing periodic reports, establishing measurable performance indicators, maintaining reporting calendars and tracking progress against planned targets.
6. **To promote institutional convergence and stakeholder coordination** by strengthening linkages among KVKs, ATMA, agricultural line departments, research institutions, NGOs and other relevant organizations for coordinated agricultural development interventions.
7. **To encourage innovation in agricultural extension** by identifying and developing locally relevant extension approaches, participatory methodologies and innovative strategies for improving technology dissemination and farmer engagement.
8. **To build capacity in project proposal development and scientific documentation** through the preparation of project concept notes, case studies, success stories and evidence-based reports on agricultural interventions.
9. **To strengthen impact assessment and outcome-oriented programme implementation** by enabling participants to distinguish between outputs, outcomes and impacts and select appropriate indicators for evaluating KVK activities.
10. **To facilitate the translation of training outcomes into institutional action** by encouraging participants to prepare practical action plans with clear activities,

timelines, responsibilities and measurable indicators for implementation at their respective KVKs.

Expected Outcomes

The training programme was expected to improve participants' ability to undertake systematic agricultural situation analysis, prepare evidence-based KVK action plans, manage institutional and financial resources efficiently, maintain accurate records, strengthen reporting and monitoring mechanisms, and develop effective partnerships with relevant stakeholders. It was also expected to enhance their skills in project formulation, scientific documentation, success-story preparation and impact assessment. Ultimately, the programme aimed to promote efficient, transparent and farmer-oriented KVK operations, thereby strengthening the agricultural extension system and contributing to sustainable agricultural and rural development.

Schedule for 3rd Phase MDP (03 to 07 March 2026) at ICAR-ATARI, Kanpur

Course Director: Dr Raghwendra Singh

Course coordinator-Dr. Ajay Kumar Singh & Dr. Seema Yadav

Participants- Senior Scientists cum Heads, extension functionaries and nominated personnel

The participating Heads represented **KVK Varanasi, KVK Bahraich-II, KVK Barabanki, KVK Maharajganj, and KVK Amethi.**

TRAINING MODULE

Day 1: Agricultural Situation Analysis and KVK Planning for Management Development Program (MDP) For newly recruited senior scientist & Head

Date	03 March 2026		
General Objectives	• To understand the agricultural situation of the zone and district. • To strengthen evidence-based planning and prioritization of KVK activities. • To improve baseline survey, diagnosis and training-needs assessment.		
Performance Objectives	• Prepare a concise district agricultural profile using available data. • Identify and prioritize at least five field problems with supporting evidence. • Prepare a training-needs matrix and inventory of technologies/services. • Review and improve an annual or perspective action plan.		
Course Contents	Lecture	Time	Resource Person
	Zone and district agricultural profile	9:30-11:00 AM	Dr Raghwendra Singh
	Baseline survey and field problem diagnosis	11:00-12:30 PM	Dr Ajay Singh
	Lunch Break	12:30 PM- 1:30 PM	-

	Prioritization of thrust areas and training needs	1:30-3:00 AM	Dr Seema Yadav
	District database and inventory of technologies, extension services and input providers	3:00-4:30 PM	Shri. S N Yemul
	Annual action plan and perspective plan preparation	4:30-6:00 PM	Dr Seema Yadav
Practical	• Prepare a one-page district profile. • List priority field problems and evidence sources. • Develop a training-needs matrix. • Prepare an inventory template for technologies and service providers. • Review an existing KVK action plan for relevance, timelines and measurable outputs.		
Training Methods	• Interactive lecture • Group discussion and brainstorming • Data-based group exercise • Peer presentation and feedback		
Evaluation	Pre- and post-training knowledge check; assessment of district profile, training-needs matrix and action-plan outputs.		

Day 2: KVK Management, Administration and Innovation

Date	04 March 2026 (sessions to be rescheduled as required due to Holi holiday)
General Objectives	• To strengthen understanding of KVK management and institutional procedures. • To improve administrative and financial management practices. • To explore innovative extension approaches and institutional backstopping.
Performance Objectives	• Explain key steps in purchase and procurement processes under applicable rules. • Prepare a head-wise budget monitoring sheet.

	• Identify documentation required for audit and administrative follow-up. • Propose one locally relevant extension innovation.		
Course Contents	Lecture	Time	Resource Person
	KVK management guidelines and purchase procedures and administrative and financial matters and budget utilization	9:00-10:30 AM	Miss. Neetha Joy Cheeran
	Legal issues, RTI, audit paras and Parliament questions	10:30-12:00 PM	Raman Tripathi
	Lunch Break	12:00-1:00 PM	
	EFC and KVK vision document	1:00-2:30 PM	R K P Sinha
	Technological and methodological backstopping	2:30 PM-4:00 PM	Miss. Neetha Joy Cheeran
	Innovative agricultural extension approaches	4:00-5:30 PM	Raman Tripathi
Practical	• Map the purchase process from need identification to record completion. • Prepare a budget tracking sheet. • Review a sample audit observation and identify supporting documents. • Develop a short concept for an extension innovation.		
Training Methods	• Expert lecture and guided discussion • Case-study analysis		

	• Group exercise and problem-solving • Experience sharing and presentation
Evaluation	Pre and post training assessment; review of compliance checklist, budget tracker and extension innovation concept.

Day 3: Infrastructure, Records and Financial Documentation

Date	05 March 2026		
General Objectives	• To improve infrastructure planning, utilization and maintenance. • To strengthen resource mobilization and asset management. • To improve the completeness and accessibility of administrative, financial and scientific records.		
Performance Objectives	• Prepare an asset register with location, condition and custodian. • Develop a preventive maintenance calendar. • Identify documents needed for utilization certificates and financial records. • Recommend measures for better use of existing infrastructure.		
Course Contents	Lecture	Time	Resource Person
	Infrastructure development, repairs and maintenance and Asset inventory and equipment maintenance	9:00-10:30 PM	Raman Tripathi
	Utilization of existing facilities and resource mobilization	10:30-12:00 PM	R K P Sinha
	Lunch Break	12:00-1:00 PM	
	Utilization Certificate (UC) and Audited Utilization Certificate (AUC) and Administrative, financial and scientific records	1:00-3:00 PM	Raman Tripathi

	MoU documentation with host organizations	3:00:5:00 PM	Miss. Neetha Joy Cheeran
Practical	• Prepare an asset register format. • Develop a maintenance calendar for equipment and vehicles. • Compile a checklist of supporting documents for financial utilization records. • Identify underused facilities and suggest improvements. • Review record storage and retrieval practices.		
Training Methods	• Interactive lecture • Demonstration of formats and registers • Small-group practical work • Peer review and discussion		
Evaluation	Assessment of asset register, maintenance calendar and records-improvement checklist; participant feedback.		

Day 4: Reporting, Monitoring, Review and Convergence

Date	06 March 2026		
General Objectives	• To improve timely and accurate periodic reporting. • To strengthen monitoring, review and evaluation of KVK activities. • To enhance convergence with line departments and other stakeholders.		
Performance Objectives	• Prepare a reporting calendar with data sources and due dates. • Develop a monitoring matrix with indicators, frequency and responsibility. • Track action taken on recommendations from review mechanisms. • Prepare a stakeholder map and a short presentation on programme learning.		
Course Contents	Lecture	Time	Resource Person
	Monthly, quarterly, half-yearly and annual reports and Monitoring, review and evaluation	9:00-10:30 AM	Dr Ajay Kumar Singh

	SAC meetings, zonal workshops and other review mechanisms	10:30- 12:30 PM	Dr Semma Yadav
	Lunch	12:30-1:30 PM	
	Convergence with ATMA, line departments, NGOs and stakeholders	1:30- 3:00 PM	Shri S N Yemul
	Presentation of learning and progress	3:00- 5:00 PM	Dr Seema Yadav
Practical	• Create a reporting calendar. • Develop a monitoring indicator sheet. • Prepare a stakeholder map for a priority issue. • Present one learning point and its application at the KVK.		
Training Methods	• Participatory lecture and discussion • Group exercise using reporting templates • Case analysis • Participant presentation and feedback		
Evaluation	Pre and post training assessment; evaluation of reporting calendar, monitoring matrix, action tracker and presentation.		

Day 5: Project Proposals, Case Studies, Success Stories and Impact Assessment

Date	07 March 2026
General Objectives	• To build capacity in project proposal development and extension documentation. • To improve scientific and popular writing and case-study preparation. • To understand impact indicators and evidence-based impact assessment.

Performance Objectives	• Draft a concept note for a field extension or adaptive research project. • Prepare a case-study outline with context, intervention, results and evidence. • Distinguish outputs, outcomes and impacts and select suitable indicators. • Present a realistic post-training action plan.		
Course Contents	Lecture	Time	Resource Person
	Field extension and adaptive research project proposals	9:00-10:30 AM	Dr Ajay Kumar Singh
	Case studies and success stories	10:30- 12:30 PM	Dr Semma Yadav
	Lunch Break	12:30-1:30 PM	
	Impact indicators and analysis of programme data Output, outcome and impact documentation	1:30- 3:00 PM	Shri S N Yemul
	Action-plan presentations, feedback and valediction	3:00- 5:00 PM	Shri Shravan Kumar Yadav
Practical	• Prepare a project concept note. • Develop a case-study or success-story outline. • Select indicators and identify baseline and follow-up data sources. • Present an individual KVK action plan with timeline and evidence.		
Training Methods	• Interactive lecture and writing exercise • Case-study discussion • Group work on indicators • Participant presentations and peer feedback		
Evaluation	Review of concept note, documentation outline and action plan; post-training knowledge assessment and programme feedback.		



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