

# **National Dairy Plan Phase I**

## Guidelines for Training and Capacity Building



Project Implementation Plan: Volume VII

Project Management Unit  
(located in NDDB)



## **Preface**

This is a reference book on training and capacity building processes to be followed by the End Implementing Agencies to effectively implement the sub project. It helps in standardizing the implementation process while executing the project. It also helps the Lead Implementing Agency to assess and add additional facilities for training, if required and to identify reputed institutions for external training.

Various training and capacity building programmes in the areas of Progeny Testing, Pedigree Selection, Semen Production & Processing, AI Delivery, Ration Balancing Programme, Fodder Development and Village Based Milk Procurement System under NDP I have been identified and details of the programmes are provided in the manual for various End Implementing Agencies.

The guidelines have been prepared for the End Implementing Agencies for the conduct of the various training programmes at different locations using suitable training methodologies and infrastructure.

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## Abbreviations

AAU	:	Anand Agriculture University
AB	:	Animal Breeding
AGM	:	Annual General body Meeting
AI	:	Artificial Insemination
AID	:	Artificial Insemination Delivery
AMCU	:	Automatic Milk Collection Unit
AN	:	Animal Nutrition
AoA	:	Article of Association
BMC	:	Bulk Milk Cooler
BoD	:	Board Of Directors
CC	:	Chilling Centre
CEO	:	Chief Executive Officer
CS	:	Cooperative Services
CFSP & TI	:	Central Frozen Semen Production and Training Institute
CMP	:	Clean Milk Production
CRI	:	Calf Rearing In-charge
DC	:	Dairy Cooperative
DCS	:	Dairy Cooperative Society
DPMCU	:	Data Processor and Milk Collection Unit
DPU	:	Data Processing Unit
FS	:	Frozen Semen
GM	:	General Manager
GLP	:	Good Laboratory Practices
HOST	:	Hypo-osmotic Swelling Test
HRD	:	Human Resource Development
EIA	:	End Implementing Agency
FA	:	First Aid
IB	:	Institution Building
PS	:	Indigenous Breed Development
i-DIS	:	Internet based Dairy Information System
IDMC	:	Indian Dairy Machinery Corporation
IGFRI	:	Indian Grassland and Fodder Research Institute
INAPH	:	Information Network for Animal Productivity and Health
IR	:	Institution relation
ISO	:	International Organisation for Standardisation
KLDB	:	Kerala Livestock Development Board
LN	:	Liquid Nitrogen
LRP	:	Local Resource Person
MAIT	:	Mobile Artificial Insemination Technician
MCM	:	Management Committee Members
MR	:	Management Representative
MIS	:	Management Information System
MPP	:	Milk Pooling Point
MPC	:	Milk Producer Company
MRG	:	Member Relations Group
NA	:	Not Applicable
NDDB	:	National Dairy Development Board
NDP I	:	National Dairy Plan Phase I
NDS	:	NDDB Dairy Service
NGO	:	Non Government Organization

NSS	:	New Semen Station
OIC	:	Officer In-charge
PC	:	Producer Company
PD	:	Pregnancy Diagnosis
PDA	:	Personal Digital Assistant
PE	:	Productivity Enhancement
PF&A	:	Project Finance & Appraisal
PIA	:	Percentage Intact Acrosomes
PPD	:	Process and Product Development
PMU	:	Project Management Unit
PS	:	Pedigree Selection
PT	:	Progeny Testing
QA	:	Quality Assurance
QAO	:	Quality Assurance Officer
QC	:	Quality Control
QCO	:	Quality Control Officer
RBP	:	Ration Balancing Programme
RDTC	:	Regional Demonstration and Training Centre
RMRD	:	Raw Milk Reception Dock
SAG	:	Sabarmati Ashram Goushala
SOPs	:	Standard Operating Procedures
SNF	:	Solids Not Fat
SSMS	:	Semen Station Management System
SSS	:	Strengthening Semen Station
SWOT	:	Strengths Weaknesses Opportunities Threats
UTC	:	Union Training Centre
VO	:	Veterinary Officer
VRP	:	Village Resource Person



## **Chapter 1. Training Guideline**

### **1.1. Training Approach**

Development of high quality human resources for timely and efficient implementation of activities under National Dairy Plan Phase I (NDP I) is considered essential to manage the continuous metamorphosis taking place in the dairy sector. Apart from building the required capacity in the PMU through appropriate investments in HRD, NDDB would arrange to provide to the PMU the required technical and professional expertise. NDDB will also provide the required technical support to the PMU in organising the necessary training programmes for human resources for the End Implementing Agencies (EIAs).

#### **1.1.1. Purpose of Training**

- Knowledge and skill up gradation of human resources
- Increase productivity and efficiency of human resources
- Enhance quality of outcome / results

#### **1.1.2. Factors influencing the need for training**

- Continuous technological up gradation requiring latest knowledge and skills to match with the changing scenario
- Knowledge and Skill up gradation of existing human resources and building of skills for new inductees
- To prepare and build up the quality organisation with high quality human resources

### **1.2. Training Principles**

The following principles are envisaged to be followed while imparting training and capacity building programmes effectively and efficiently:

#### **a. Teaching**

- i. Objective: The objective provides a broad understanding of the end or result of training.
- ii. Preparation: Once the objective is clear, efforts need to be directed on preparation of training to achieve the desired outcome. Carry out research and references of relevant publications available, teaching material, literature and notes with a view to acquire knowledge of the subject. Subsequently, lesson plans and other training aids need to be prepared.

- iii. Transmission: This means, methods and techniques employed to transfer the knowledge to the learner, which was acquired during preparation.
- iv. Reception: This means, methods and techniques adapted to ensure that all that has been transmitted have been received by the learner.
- v. Assimilation: The practice and techniques followed to revise and to determine that the imparted knowledge is available with learner.

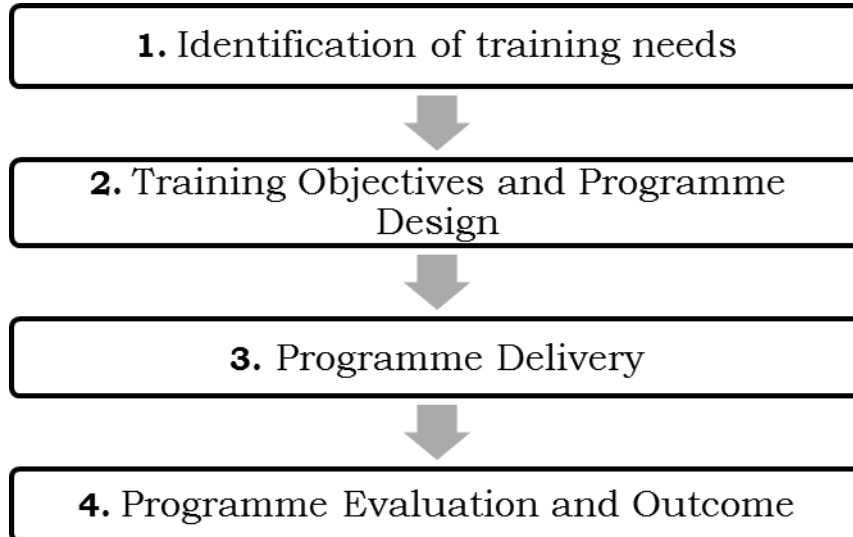
**b. Learning**

- i. Need and usefulness: Learning, if based on need and usefulness of the learner proves to be valuable. The learning that is imparted, if perceived as generating desired outcome, in congruence with the need of learning, is easily grasped and implemented.
- ii. Motivation: It facilitates the learning process and enables the learner to receive learning. Various techniques are employed to either maintain or build motivation in the learner.
- iii. Understanding: The presentation of the objective and the method adapted is such that learner understands clearly.
- iv. Impression: Every effort is put in to make the strongest possible impression on the learners mind regarding the knowledge being imparted, so that the learner can recall the same at a later date.
- v. Reinforcement: It is an important element in the process of learning. It has a direct impact on frequency and strength of the learning.
- vi. Repetition / Regurgitation: A technique carried out to ensure retention of learning. It also gives clearer and better understanding of the learning.
- vii. Availability: Methods and techniques are followed to ensure that knowledge imparted is continuously available with learner.

### 1.3. Training Functions

The function of a training department can be broadly classified into the following areas:

**Figure 1: Training process**



**a. Determining the training needs of individual /organization on the basis of occupational opportunities and trends:**

It means that before a training course or a programme is conducted efforts are made to find out what needs exist for training. This may involve study of a group of institutions. The assessment of these needs can be obtained from superior, the trainee himself and occasionally colleagues.

Such assessment can help trainer to refine their effort and thereby make a real contribution to the organization. It also helps the trainer to identify what organisation is to become and what trainees want to become. It also helps to design the programme and to know the expected effectiveness of the programme. It is directly related to the needs of the learner and those needs can be thought of as falling into two rough classifications (i) short-run deficiencies and needs relating to the present job and (ii) long-run overall developmental needs.

**b. Determining the training objective and programme designing:**

Once the training needs are identified major objective of the programme can be worked out based on category of the trainees, major job profile of the trainees, nature of training type etc.

While designing the training programme below mentioned points are kept in mind:

- Type of programme – To fulfil the training requirement in a time bound manner, either residential or in-situ or both, programmes will be arranged at suitable locations and conducted in a region specific language by qualified and experienced trainers.
- Programme contents – From the training need, course content /syllabus will be framed in consultation with the subject specialist.
- Target participants – Considering the type and contents of the programme, participants are identified. The selection of the participants is to be based on need and the usefulness of the training to the participants which will in turn benefit the organisation.
- Medium of instruction – To make the training effective and functional, the medium of instruction/language will be decided based on the category of the trainees.
- Number of days – The level of participants, nature of their duties, knowledge and skill gap to perform their duty will be kept in mind while deciding the duration of the programme.
- Phases of programme – This means classroom sessions, field visit, workshop/field practice, presentation, group exercise. To retain and reuse the learning, need base teaching materials will be provided.
- Selections of facilitators – Experienced, knowledgeable, practical trainers will be invited for delivery of sessions.
- Participants' expectations/suggestions – If similar programme has been conducted previously the expectation/feedback of the trainees will be considered for next programmes.
- Support services – All support services like lodging, boarding, transport, classroom, audio visual aids etc. will be well arranged.

**c. Achievement of the laid-down training objectives by offering a particular training programme**

While conducting training programme various trainers exhibit different methods of teaching or imparting knowledge or skills to the learners. The most common teaching methods used by the trainers are as under:

- Lecture method: The lecture is the classical methods of teaching and is also the most widely used in all forms of education.
- Group discussion: Group discussion is structured instructional meetings. It helps in the purpose of increasing general knowledge, of influencing attitudes and of solving problems.
- Case Method: The case method or case study depends on group discussion and group analysis, as well as individual study and analysis of an unfolding business situation. The emphasis is more on the analysis than on the decisions reached as a result.
- Business game: Business games employ simulation to reach the use of analytical tools.
- Role play: Role play method requires the participants to act out the roles in a given situation. Its prime benefit is the development of human relations skills by interactions between people. It also offers insights into the emotions and thinking of others in various positions and situations.
- Demonstration Models: To conceptualize the knowledge /skill demonstration is provided on models or live equipment.
- Films and video: The need based films/video prepared by professional is screened during the programme
- Field /plant visit: This method is employed to feel the realistic achievement of the efforts made by group of people by using their latest knowledge and skills. This increases the confidence of the trainees to do on same line.
- Research / Assignments: The adult learner is perceived as having research and presentation ability. Hence, the facilitator delegates the learner with the task of researching or doing an assignment on the topic under consideration before teaching it. The facilitator facilitates the missing components of the topic during the presentation of the research or assignment by the learner. This method involves participation from both, the facilitator and the learner and becomes a two way learning process.

While conducting the training, the trainers will observe the following points for effective delivery in the session:

- The framing of session with an appropriate introduction to the context and objectives

- Have an understanding about the background of the participants
- Provide opportunity to everyone to participate
- Ensure the expectations relevant to the session is fulfilled
- Check the necessary tools are in place and explain the selection of tools and method of their use. Ensure the safety precautions.
- Recap the major and important points of the session.

**d. Evaluation of training and its impact on performance of trainee**

Training goals and policies have implications on the usual final step in training. The evaluation is done on certain criteria. Periodic feedback and evaluation of the training being imparted and critical evaluation of the means, methods and techniques employed for ensuring reception and assimilation of learning for further improvisation.

**1.4. NDDB's Training Facilities**

NDDB has its own facilities to organise training and capacity building programmes for various modules. It has:

- Training facilities in Anand for conducting orientation programmes for milk producers and the elected boards of milk unions and for training executives and managers in managerial/behavioural skills.
- A National Technical Training Centre at Mehsana, Gujarat for training supervisors and operators in the technical skills required for BMC operations and related activities. It also provides training to develop trainers for such activities. This centre also has the capacity to organise in situ training in different parts of the country where the project will be implemented.
- Three regional training centres at Jalandhar, Siliguri and Erode to impart training to field supervisors, AI technicians and secretaries of dairy cooperative societies.
- NDDB also has created 35 Milk Union Training Centres in 12 states to provide training to trainers in areas related to animal husbandry, dairying and the management of village based milk producers institutions.
- In addition, wherever required, NDDB would coordinate with Agriculture Universities, Krishi Vigyan Kendras and reputed

NGOs and other management/ training institutes for organising training as per need.

#### **1.5. Training and capacity building for learning**

The project envisages that it will be necessary to evolve best practices and innovation appropriate to local conditions by providing visits to appropriate locations/ centres in India and abroad.

Therefore, apart from training and development within the country, the project has also provided for learning through overseas exposure visits, study tours and need based training abroad for personnel involved in the implementation of different activities under NDP I.

The Human Resources to be trained under NDP I are broadly classified as under:

- a. **Manager:** Functions as the head of a module in the case of field based activities and is responsible for managing operation as a cost or a profit centre. This would include person to whom the head of the module will report to. Managers would have the authority to approve all administration and operational actions and contribute to policy.
- b. **Executive:** Reports to a manager, functions with delegated authority and is responsible for ensuring that assigned targets are achieved.
- c. **Supervisor:** Reports to an executive or a manager and is responsible for routine actions/transactions. Doesn't have the delegated authority.
- d. **Technician:** Reports a supervisor or an executive and is responsible for ensuring operation of equipment/ machinery within defined parameters and/or carrying out periodic/break down maintenance of equipment and machineries.
- e. **Village Resource Person:** Is a locally based self-employed person who functions as an independent service provider or is an employee of a village level institution e.g. a Village Dairy Cooperative Society.
- f. **Board of Director:** An individual who is basically a milk producer either elected or selected by a group of milk producers for a specific period to frame business oriented policies for effective and economic business management.
- g. **Milk Producers:** An individual, who has milch animal and active/inactive milk pourer to a village based institute.

It is envisaged under the NDP I that following human resources are to be trained/ retrained in a span of next 6 years:

<b>Sl. No.</b>	<b>Category of the participants</b>	<b>No. of human resources to be trained/retrained</b>
1	Board of Directors	3735
2	Manager	187
3	Executives	5349
4	Supervisors	5309
5	Technicians	2271
6	Village Resource Person	140500
7	Milk Producers	1884439
<b>Total</b>		<b>2041790</b>

#### **1.6. HR capacities in EIAs**

For field operations, EIAs will be required to deploy qualified and experienced manpower that possess the required interest and aptitude for the job and also has the local language skills and a familiarity with the local context. EIAs will also need to appoint and invest in HRD for village based community resource persons, supervisors and operators, executives and managers. On request, the PMU, with technical assistance from NDDB, will support these actions.



## Chapter 2: Progeny Testing

### 2.1 Manpower

Manpower need for the sub project

Designation	* Nos. Required
Project Coordinator	
District Coordinator	
Calf Rearing In-charge	
Administrative cum Accounts Assistant	
Data Entry Operator	
Supervisors	
AI Technicians	
Milk Recorders	
Environment & Social Officer	
Grievance Redressal Officer	
<b>Total</b>	

\*The No. of persons required in each position is based on the spread of the project area.

### 2.2 Job Description

Designation: The Project Coordinator		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Execution and implementation of the Project as per the Operational Manual	Production of bulls as per sub project target	Expertise in animal breeding, animal management etc.
Implementing all technical and administrative and financial functions of the project		Basic knowledge of computer operations
Distribution of bulls to semen stations as per directions from Management Committee		
Behavioural Competencies		
Broad Competency	Ability to	
Leadership	Clarify goals, take initiatives, inspire the team, set the agenda, allocate resources	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Minimum Qualification: Graduate in Veterinary Science		Prior work exp: Relevant work experience

Designation: District coordinator		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Coordinating, supervising and monitoring all project activities and achieving the project targets within the given timeframe in his assigned district	Successful implementation of PT Project in the assigned district	Experience in implementing field AI Programme
Arrange parentage testing of 10 % of daughters born		Basic knowledge of computer operation.
Coordinate parentage testing, disease testing and procurement of male calves		
Behavioural Competencies		
Broad Competency	Ability to	
Leadership	Clarify goals, take initiatives, inspire the team, set the agenda, allocate resources	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Minimum Qualification: Graduate in Veterinary Science		Prior work exp: Relevant field experience

Designation: Calf rearing In-charge		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Quarantine and rearing of male calves following the standard protocols as specified by NDDB	Management of calf rearing station	Basic knowledge of dairy farm management
Ensuring that the calves that are finally selected for rearing are reared for the specified duration as per the protocol specified by NDDB.		Basic knowledge of computer operation.
Behavioral Competencies		
Broad Competency	Ability to	
Team work	Develop a common cause, build cohesiveness, resolve	

<b>Designation: Calf rearing In-charge</b>		<b>Unit: EIA</b>
	interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.	
<b>Minimum Qualification:</b> Graduate in Veterinary Science		<b>Prior work exp:</b> Relevant field experience.

Designation: Administrative cum Accounts Assistant		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Maintenance of proper accounts	Proper and timely maintenance of accounts	Basic knowledge of accounting preparation of cash book, ledger, yearly account statements.
Assist the Project coordinator in preparation of FUR's and getting timely release of funds from PMU (located in NDDB)		Basic knowledge of computer operation.
Assist the project coordinator in inventory management of Long storage of semen and other consumables related to the project		
Behavioural Competencies		
Broad Competency	Ability to	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Minimum Qualification: Graduate		Prior work exp: experience in accounting work

<b>Designation: Data Entry Operator</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Timely data entry using the software as prescribed by the PMC	Generate INAPH reports	Basic knowledge of computer operation, data entry etc
Ensuring timely and proper back up of database is created and maintained properly		

<b>Designation: Data Entry Operator</b>		<b>Unit: EIA</b>
Online data capturing and regular data synchronisation		
<b>Behavioral Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
<b>Minimum Qualification:</b> Matriculate and competency in data entry		

Designation: Supervisor		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Supervise a team of AI technicians and milk recorders	Successful implementation of AI activities in given villages	Experience in conducting AI and carrying our Pregnancy Diagnosis
Conduct surprise checking of 30 % of milk recordings		Basic knowledge of INAPH application
Arrange for timely recording and transmission of data formats to district coordinators		
Behavioral Competencies		
Broad Competency	Ability to	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.	
Minimum Qualification: Trained Inseminator		Prior work exp: Relevant field experience

<b>Designation: Mobile AI technicians</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Carry out Test AI	Successful implementation of AI in assigned villages	Experience in conducting AI and carrying our Pregnancy Diagnosis

Designation: Mobile AI technicians		Unit: EIA	
Follow-up all AIs for repeat AI, PD and Calving		Basic knowledge of INAPH application on PDA	
Assist in screening of bull calves for diseases, correct parentage, genetic disorders, chromosomal aberrations			
Behavioral Competencies			
Broad Competency	Ability to		
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent		
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.		
Minimum Qualification:		Prior work exp:	
Trained in AI & PD		Relevant field experience	

Designation: Milk Recorders		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Follow-up female calves and take their body measurements once in 6 months up to calving, death or disposal whichever is earlier	Milk recording for assigned animals	Basic knowledge of INAPH application on PDA
Conduct monthly milk recordings as per milk recording schedule and following the protocols as per the SOP		
Behavioral Competencies		
Broad Competency	Ability to	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.	
Minimum Qualification: literate		Prior work exp:

Designation: Environment & Social (E&S) Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competencies
To identify Environment and Social (E&S) issues associated with subprojects.	Incorporation of relevant environment and social issues in the sub project proposal.  No of IEC campaign, Attitude, behavior and practice change of local stakeholders on E&S issues.  Understanding of community about the project impacts.  Proper documentation of project reports, case studies and technical briefings on E&S issues.  Number and quality of reports submitted.	Working knowledge of MS Office.
To provide relevant inputs from the community on E&S issues, in the subproject proposal.		
To undertake the information, education and communication (IEC) campaigns to educate the local villagers/stakeholder on E&S issues associated with subproject.		
Provide support in baseline assessment of E&S issues through appropriate stakeholder consultations.		
To ensure effective implementation of Environment and Social Management Plans (ESMPs) prepared by EIA.		
To track progress of impact on social groups like women, SC/ST communities and provide regular updates to PMU.		
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Effective communication skills. Must possess the ability to work with a team.	
Minimum Qualification:	Prior work exp:	
Bachelor or Masters degree in Social Sciences or Environmental Sciences.	Post qualification experience of 1-2 yrs on environmental and social issues related to agriculture and allied sectors. Experience of working at community level is desirable. Experience in dairy sector (Dairy farms) is preferred but not essential.	

Designation: Grievance Redressal Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competencies
Maintain a computerized database of Grievances	Every application received tagged with a unique reference number, issued receipt in standard acknowledgement slip within 7 working days  Inform complainant the action taken within the response time suggested at each level  Number of meetings held	ICT based support management, coordination with different levels for resolution.  Ability to collect & document critical information about the complaint
Fix time limit for disposal of grievances and monitor the progress of disposal of the grievances		
Holding periodical meetings to implement the Grievance Redressal Mechanism in an efficient manner		
Behavioral Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Confidently & effectively communicate & respond to complainants	
Minimum Qualification:	Prior work exp:	
Graduate	One of the existing Senior Officers or above in the EIA	

### 2.3 Training Programmes

List of training programmes to support the sub-project

<b>No.</b>	<b>Programme name</b>
1	Orientation of AI Technicians on PTP
2	Orientation of Milk Recorder on PTP
3	Orientation of supervisor on PTP
4	Orientation of AI Officer on PTP
5	Orientation of project Coordinator on PTP
6	Orientation of district Coordinator on PTP
7	Orientation of calf Rearing In-charge on PTP
8	Orientation of data entry on PTP and INAPH
9	Coordinator - Advanced Overseas Training
10	Refresher training for AITs
11	Refresher training for Milk Recorder
12	Refresher training for Supervisor

No.	Programme name
13	Refresher training for AIO
14	Refresher training for PC
15	Refresher training for DC
16	Refresher training for CRI
17	Refresher training for Data Entry Operator

### 2.3.1 Orientation of Project Coordinator

Template code: PT 1

No.	Particulars	Details
1	Programme Title	<b>Orientation of Project Coordinator</b>
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of field based Progeny Testing Programme to enhance and sustain better productivity in milch animals and orient them in project concept, institutional arrangements, implementation and monitoring mechanism, accounting procedures etc.
3	Focus Area	To enhance productivity in milch animals through genetic improvement and selection through effective implementation and monitoring of the PT Programme
4	Batch size	
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Anand
8	Duration	3 days
9	Target Participants	Sr. Veterinary Officers engaged as Project Coordinators of Progeny Testing Programmes.
10	Brief description of course content	Basic of Genetics and Breeding. Implementation of a young bull Programme/ Progeny Testing Programme for developing countries: Performance recording / milk recording – Monitoring mechanism. INAPH- Information system for management of data. Standard recording and Supervision practices – Basic standards. Selection criteria for bull mothers and bulls for nominated service. Criteria for retrieving bull calves form nominated service and modus operandi. Field visit to the project area.



No.	Particulars	Details
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Veterinarians with at least 5 years experience in managing Field Progeny Testing activities
13	Name of Faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops, NDDDB Anand	Dy. General Manager - Trg & Dev
15	Link officer at concerned Group, NDDDB Anand	Dy. General Manager -AB Group

### 2.3.2 Orientation of District / Area Coordinator

Template code: PT 2

No.	Particulars	Details
1	Programme Title	<b>Orientation of District / Area Coordinator</b>
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of field based Progeny Testing Programme to enhance and sustain better productivity in milch animals and orient them in project concept, institutional arrangements, implementation and monitoring mechanism, accounting procedures etc.
3	Focus Area	Effective implementation and monitoring of the PT Programme
4	Batch Size	
5	Nature of Training	Residential
6	Training Provider	NDDDB
7	Location	Anand
8	Duration	7 days
9	Target Participants	Veterinary Officers of milk unions / Govt. Agencies / or other AI service providers engaged as District/ Area Coordinators for Progeny Testing Programmes.
10	Brief description of course content	Basic of Genetics and Breeding – terminologies, breeding policy, breeding schemes, breeding plans and breeding operations Need for genetic improvement Programmes to enhance the genetic potential of milch animals through generations. Implementation of a young bull Programme, Progeny Testing Programme for developing countries: Performance recording / milk recording – Why required; How to be done; Monitoring mechanism. INAPH- Information system for management of data, Sire evaluation methods and interpreting results. Standard recording and Supervision practices – Basic

No.	Particulars	Details
		standards. Information system. Selection criteria for bull mothers and bulls for nominated service. Criteria for retrieving bull calves form nominated service and modus operandi- various tests to be done. Field visit to the project area.
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Veterinarians with at least 5 years experience in managing Field Progeny Testing activities
13	Name of faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

### 2.3.3 Orientation of calf Rearing In-charge

Template code: PT 3

No.	Particulars	Details
1	Programme Title	<b>Orientation of calf Rearing In-charge</b>
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of field based Progeny Testing Programme to enhance and sustain better productivity in milch animals and orient them in project concept, institutional arrangements, implementation and monitoring mechanism, basic calf rearing and quarantine practices etc.
3	Focus Area	Rearing of healthy, disease free bulls for distribution to semen stations
4	Batch Size	
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Anand
8	Duration	4 days
9	Target Participants	Veterinary Officer engaged as Calf Rearing Station in-charge for rearing of bull calves that are produced through a PT Programme

No.	Particulars	Details
10	Brief description of course content	Basic of Genetics and Breeding – terminologies, breeding policy, breeding schemes, breeding plans and breeding operations Need for genetic improvement Programmes to enhance the genetic potential of milch animals through generations. Implementation of a young bull Programme, Progeny Testing Programme for developing countries: INAPH- Information system for management of data, Criteria for retrieving bull calves form nominated service, their rearing and distribution- modus operandi, various testing protocols, forwarding samples for various tests. Management of young calves. Testing, Deworming and vaccination of young calves
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Veterinarians with at least 5 years experience in managing a livestock farm
13	Name of faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

#### 2.3.4 Orientation of AI Officer

Template code: PT 4

No.	Particulars	Details
1	Programme Title	<b>Orientation of AI Officer</b>
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of field based Progeny Testing Programme to enhance and sustain better productivity in milch animals and orient them in project concept, institutional arrangements, implementation and monitoring mechanism etc
3	Focus Area	Efficient and timely distribution of AI related inputs in Progeny Testing area
4	Batch Size	
5	Nature of Training	Residential
6	Training Provider	NDDB

No.	Particulars	Details
7	Location	Anand
8	Duration	2 days
9	Target Participants	Veterinary Officers of milk unions / Govt. Agencies / other AI Service providers who are in-charge of supply of AI inputs to the Progeny Testing Programme area.
10	Brief description of course content	Basic of Genetics and Breeding – terminologies, breeding policy, breeding schemes, breeding plans and breeding operations Need for genetic improvement Programmes to enhance the genetic potential of milch animals through generations. Implementation of a young bull Programme, Progeny Testing Programme for developing countries: coordination of Test insemination and nominated AI in the PT area. Monitoring of an AI Programme
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Veterinarians with at least 5 years experience in managing Field AI /Progeny Testing Programme .
13	Name of faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

### 2.3.5 Orientation of Data Entry Operator on PTP and INAPH

Template code: PT 5

No.	Particulars	Details
1	Programme Title	<b>Orientation of Data Entry Operator on PTP and INAPH</b>
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of field based Progeny Testing Programme to enhance and sustain better productivity in milch animals and orient them in project concept, implementation and monitoring mechanism, Data recording and other aspects of INAPH application, operation of PDAs etc
3	Focus Area	Capturing quality data that is generated in a progeny testing Programme and generate MIS reports.

No.	Particulars	Details
4	Batch Size	
5	Nature of Training	Residential
6	Training Provider	EIA
7	Location	Project site
8	Duration	3 days
9	Target Participants	Data entry operators who are exclusively engaged for INAPH data entry in the Progeny Testing Programmes.
10	Brief description of course content	Need for genetic improvement Programmes to enhance the genetic potential of milch animals through generations. Implementation of a young bull Programme, Progeny Testing Programme for developing countries: INAPH- data entry screens, data capturing through desktop/ PDA. Terminologies in animal breeding, reproduction and performance recording.
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Officers with at least 5 years experience in managing data generated in a Progeny Testing Programme.
13	Name of faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

### 2.3.6 Orientation of Supervisor

Template code: PT 6

No.	Particulars	Details
1	Programme Title	<b>Orientation of Supervisor</b>
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of field based Progeny Testing Programme to enhance and sustain better productivity in milch animals and orient them in project concept, implementation and monitoring mechanism, Data recording and other aspects of INAPH application, operation of PDAs etc
3	Focus Area	Supervision of activities under a progeny testing Programme.
4	Batch Size	6

No.	Particulars	Details
5	Nature of Training	In-Situ
6	Training Provider	EIA
7	Location	Project site
8	Duration	7 days
9	Target Participants	Supervisors of milk unions / Govt. Agencies / other AI service providers engaged for supervision of PT AI centres/ Technicians
10	Brief description of course content	Basic of Genetics and Breeding – terminologies, Need for genetic improvement Programmes to enhance the genetic potential of milch animals through generations. Implementation of a young bull Programme/ Progeny Testing Programme for developing countries: Test Inseminations, AI follow-up, follow-up for calvings, daughter follow-up, Performance recording / milk recording – Why required; How to be done; Monitoring mechanism. Standard recording and Supervision practices – Basic standards. Selection criteria for bull mothers and bulls for nominated service. Criteria for retrieving bull calves from nominated service and modus operandi. INAPH- data entry screens, data capturing through desktop/ PDA, report generation.
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Officers with at least 5 years experience in managing activities in a Progeny Testing Programme.
13	Name of faculty if available	NDDB officers engaged as Project Coordinators, District Coordinators, CRI or Coordinators in the Progeny Testing Programmes
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

### 2.3.7 Orientation of AI Technicians

Template code: PT 7

No.	Particulars	Details
1	Programme Title	<b>Orientation of AI Technicians</b>
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of field based Progeny Testing Programme to enhance and sustain better productivity in milch animals and orient them in project concept, implementation and monitoring mechanism, Data recording and other aspects of INAPH application, operation of PDAs etc
3	Focus Area	Test and nominated AIs, PD and calving follow-up, daughters' registration
4	Batch Size	20
5	Nature of Training	In-Situ
6	Training Provider	EIA
7	Location	Project site
8	Duration	2 days
9	Target Participants	AI technicians of milk unions / Govt. Agencies / other AI service providers under a Progeny Testing Programme.
10	Brief description of course content	Introduction to AI and Progeny Testing Programme and its importance in genetic improvement Programmes. Steps of PT Programme. Test AI and bull rotation. Follow up of test AI, Daughter registration and it's follow up. Standard practices in implementation. Milk recording of daughters. Bull Mother selection. Nominated Mating. Care of male calves born out of nominated mating. Procurement of male calves Data collection and reporting. INAPH, Breeding and Milk recording modules. Operational reports and their utility.
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Officers with at least 5 years experience in managing activities in a Progeny Testing Programme.
13	Name of faculty if available	NDDB officers engaged as District Coordinators, CRI or Coordinators in the Progeny Testing Programmes
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group at NDDB Anand	Dy. General Manager -AB Group

### 2.3.8 Orientation of Milk Recorder

Template code: PT 8

No.	Particulars	Details
1	Programme Title	<b>Orientation of Milk Recorder</b>
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of field oriented genetic improvement Programme to enhance and sustain better productivity in milch animals and orient them in project concept, Milk recording procedures, Data recording and other aspects of INAPH application, operation of PDAs etc
3	Focus Area	Milk recording/ performance recording under a progeny testing Programme.
4	Batch Size	20
5	Nature of Training	In-Situ
6	Training Provider	EIA
7	Location	Project site
8	Duration	2 days
9	Target Participants	Milk recorders/ AI technicians Cum Milk recorders of milk unions / Govt. Agencies / other AI service providers who are exclusive for carrying out milk recording activities under a Progeny Testing Programme.
10	Brief description of course content	Introduction to AI and Progeny Testing Programme and its importance in genetic improvement Programmes. Steps of PT Programme. Daughter registration and it's follow up. Milk recording of daughters/dams and elite animals. Standard practices of milk recording and its supervision. Preparing advanced milk recording schedule Bull Mother selection. Nominated Mating Data collection and reporting. INAPH, Milk recording module. Operational reports and their utility.
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Officers with at least 5 years experience in managing activities in a Progeny Testing Programme.
13	Name of faculty if available	NDDB officers engaged as District Coordinators, CRI or Coordinators in the Progeny Testing Programmes
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev



No.	Particulars	Details
15	Link Officer at concerned Group at NDDB Anand	Dy. General Manager -AB Group

### 2.3.9 Advance overseas training for PT coordinators and CRI

Template code: PT 9

Sl No.	Particulars	Details
1.	Programme Title	<b>Advance Overseas training for PT coordinators and CRI</b>
2.	Programme objectives	Objective is to expose the Project coordinators, District Coordinators, Coordinators and CRI for a period of about 15 days (Stay) to a well-established Bull evaluation (PT) programme in any North American or European country.
3.	Focus Area	To expose the officers in the implementation and monitoring mechanism followed by the agencies so that after return they are able to effectively implement our projects
4.	Duration	15 days
5.	Target participants	Officers engaged as Project Coordinators, District Coordinators, Coordinators and Calf Rearing In charge (CRI) in Progeny Testing programmes.
6.	Name of faculty	Faculty of identify institutes of North American or European country
7.	Faculty profile	At least 5 years experience in managing Field Progeny Testing activities
8.	Link officer at NDDB Anand	Dy. General Manager – Animal Breeding
9.	Link officer at concerned NDDB office	NA
10.	Brief description of course content	Implementation of a young bull programme/ Progeny Testing programme for developing countries: Performance recording / milk recording – Monitoring mechanism. INAPH-Information system for management of data. Standard recording and Supervision practices – Basic standards. Selection criteria for bull mothers and bulls for nominated service. Criteria for retrieving bull calves form nominated service and modus operandi. Field visit to the project area.

### Chapter 3: Pedigree Selection

#### 3.1 Manpower

Manpower need for the sub-project

No.	Designation	* Nos. Required
1	Project Coordinator	
2	Area Coordinator	
3	Data Entry Operator	
4	LN2 Supply In charge/ Livestock Supervisor	
5	Project Supervisors	
6	AI Technicians	
7	Environment & Social Officer	
8	Grievance Redressal Officer	
<b>Total</b>		

\*The No. of persons required in each position is based on the spread of the project area.

#### 3.2 Job Description

Designation: The Project Coordinator		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Execution and implementation of the Project as per the Operational Manual	Production of bulls as per sub project target	Expertise in animal breeding, animal management etc.
Implementing all technical and administrative and financial functions of the project		Basic knowledge of computer operations
Distribution of bulls to semen stations as per directions from Management Committee		
Behavioral Competencies		
Broad Competency	Ability to	
Leadership	Clarify goals, take initiatives, inspire the team, set the agenda, allocate resources	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Minimum Qualification: Graduate in Veterinary Science		Prior work exp: Relevant work experience

Designation: District/ Area coordinator		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Coordinating, supervising and monitoring all project activities and achieving the project targets within the given timeframe in his assigned district	Successful implementation of PS Project in the assigned district	Experience in implementing field AI Programme
Coordinate parentage testing, disease testing and procurement of male calves		Basic knowledge of computer operation.
Develop participatory methodologies to strengthen the activities of village committees/farmers interest groups and undertake feed and fodder development activities		
Behavioral Competencies		
Broad Competency	Ability to	
Leadership	Clarify goals, take initiatives, inspire the team, set the agenda, allocate resources	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Minimum Qualification: Graduate in Veterinary Science		Prior work exp: Relevant field experience

Designation: Data Entry Operator		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Timely data entry using the software as prescribed by the PMC	Generate INAPH reports	Basic knowledge of computer operation, data entry etc
Ensuring timely and proper back up of database is created and maintained properly		
Online data capturing and regular data synchronisation		
Behavioral Competencies		
Broad Competency	Ability to	

<b>Designation: Data Entry Operator</b>		<b>Unit: EIA</b>
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
<b>Minimum Qualification:</b> Matriculation with competency in data entry		

Designation: Supervisor		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Supervise a team of 15 AI technicians	Successful implementation of AI activities in given villages	Experience in conducting AI and carrying our Pregnancy Diagnosis
Conduct surprise checking of 30 % of milk recordings		Basic knowledge of INAPH application
Arrange for timely recording and transmission of data formats to Area coordinators		
Organising infertility camps, fodder development Programmes in the villages with the support of the DC		
Behavioral Competencies		
Broad Competency	Ability to	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.	
Minimum Qualification: Intermediate and Trained Inseminator		Prior work exp: Relevant field experience

<b>Designation: Livestock Supervisor/ LN2 Supply In-charge</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Maintaining supplies LN, semen, ear tags, applicators, pins, and other AI consumables and accessories to the AI technicians.	Management of Logistics for AI operation	Knowledge of AI operations
Responsible for proper rearing of the bull calves that are procured under the		Basic knowledge of computer operation.

Designation: Livestock Supervisor/ LN2 Supply In-charge		Unit: EIA
project		
Collect charges for semen and LN supplied to AI technicians, and provides regular accounts to the Area coordinator		
Behavioral Competencies		
Broad Competency	Ability to	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.	
Minimum Qualification: Intermediate and Trained Inseminator		Prior work exp: Relevant field experience.

<b>Designation: AI technicians</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Carry out AI	Successful implementation of AI in assigned villages	Experience in conducting AI and carrying our Pregnancy Diagnosis
Follow-up all AIs for repeat AI, PD and Calving		Basic knowledge of INAPH application on PDA
Assist in screening of bull calves for diseases, correct parentage, genetic disorders, chromosomal aberrations		
Conduct monthly milk recordings as per milk recording schedule and following the protocols as per the SOP		
<b>Behavioral Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to	

<b>Designation: AI technicians</b>	<b>Unit: EIA</b>
	listen to others.
<b>Minimum Qualification:</b> Trained in AI & PD	<b>Prior work exp:</b> Relevant field experience

<b>Designation: Grievance Redressal Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
Maintain a computerized database of Grievances	Every application received tagged with a unique reference number, issued receipt in standard acknowledgement slip within 7 working days	ICT based support management, coordination with different levels for resolution.
Fix time limit for disposal of grievances and monitor the progress of disposal of the grievances	Inform complainant the action taken within the response time suggested at each level	Ability to collect & document critical information about the complaint
Holding periodical meetings to implement the Grievance Redressal Mechanism in an efficient manner	Number of meetings held	
<b>Behavioral Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Written & verbal Communication	Confidently & effectively communicate & respond to complainants	
<b>Minimum Qualification:</b>	<b>Prior work exp:</b>	
Graduate	One of the existing Senior Officers or above in the EIA	

<b>Designation: Environment &amp; Social (E&amp;S) Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
To identify Environment and Social (E&S) issues associated with subprojects.	Incorporation of relevant environment and social issues in the sub project proposal.  No of IEC campaign, Attitude, behavior and practice change of local stakeholders on E&S issues.	Working knowledge of MS Office.
To provide relevant inputs from the community on E&S issues, in the subproject proposal.		
To undertake the information, education and communication (IEC) campaigns to educate the local villagers/stakeholder on E&S issues associated with subproject.		

Designation: Environment & Social (E&S) Officer		Unit: EIA
Provide support in baseline assessment of E&S issues through appropriate stakeholder consultations.	Understanding of community about the project impacts.	
To ensure effective implementation of Environment and Social Management Plans (ESMPs) prepared by EIA.	Proper documentation of project reports, case studies and technical briefings on E&S issues.	
To track progress of impact on social groups like women, SC/ST communities and provide regular updates to PMU.	Number and quality of reports submitted.	
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Effective communication skills. Must possess the ability to work with a team.	
Minimum Qualification:	Prior work exp:	
Bachelor or Masters degree in Social Sciences or Environmental Sciences.	Post qualification experience of 1-2 yrs on environmental and social issues related to agriculture and allied sectors. Experience of working at community level is desirable. Experience in dairy sector (Dairy farms) is preferred but not essential.	

### 3.3 Training Programmes

List of training programmes to support the sub-project

<b>No.</b>	<b>Programme name</b>
1	Orientation of project Coordinator on PS
2	Orientation of district Coordinator on PS
3	Orientation of supervisors on PS
4	Orientation of livestock supervisor on PS
5	Orientation of data entry operators on PS and INAPH
6	Basic AI Programme for new LRP-MAIT
7	Refresher of project Coordinator on PS
8	Refresher of district Coordinator on PS
9	Refresher of supervisors on PS
10	Refresher of livestock supervisor on PS
11	Refresher of data entry operators on PS and INAPH
12	Refresher Programme LRP-MAIT

No.	Programme name
13	Orientation of AIT on PS
14	Refresher of AIT on PS

### 3.3.1 Orientation of Project Coordinator on PS

Template code: PS 1

No.	Particulars	Details
1	Programme Title	Orientation of Project Coordinator on PS
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of conservation and development of indigenous cattle breeds in their native breeding tract and orient them in project concept, institutional arrangements, implementation and monitoring mechanism, accounting procedures etc.
3	Focus Area	To enhance productivity of indigenous cattle through genetic improvement (pedigree selection)
4	Batch Size	
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Project site
8	Duration	4 days
9	Target Participants	Project Managers of PS projects who are responsible for implementation of Breed Development Programmes
10	Brief description of course content	Importance of Indigenous cattle breeds for sustainable dairy production. Indian dairy breeds of cattle and buffaloes-characteristics and distribution. In-situ and ex-situ conservation methods. Community participation in conservation Programmes and liaison with line agencies. Basics of animal breeding, selection within breed and straight breeding. Breeding design for pedigree selection, performance recording, bull production, procurement and rearing, selection of elite animals, protocols for bull production, information system for data management, Programme monitoring. Establishment of village breeding centres (AI and natural service units), SOPs to be followed, procurement and supply logistics. Problem analysis and identification of intervention strategies for overall project improvement
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Veterinarians with at least 5 years experience in managing Livestock development and genetic



No.	Particulars	Details
		improvement Programmes
13	Name of faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

### 3.3.2 Orientation of Area/District Coordinator on PS

Template code: PS 2

No.	Particulars	Details
1	Programme Title	Orientation of Area / District Coordinator on PS
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance of conservation and development of indigenous cattle breeds in their native breeding tract and orient them in project concept, institutional arrangements, implementation and monitoring mechanism, accounting procedures etc
3	Focus Area	Effective implementation and monitoring of the Programme
4	Batch Size	
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Project site
8	Duration	5 days
9	Target Participants	Area coordinators of PS projects who are responsible for implementation of Breed Development Programmes
10	Brief description of course content	Importance of Indigenous cattle breeds for sustainable dairy production. Indian dairy breeds of cattle and buffaloes-characteristics and distribution. In-situ and ex-situ conservation methods. Community participation in conservation Programmes. Basics of animal breeding, selection within breed and straight breeding. Breeding design for pedigree selection, performance recording, bull production, procurement and rearing, selection of elite animals, protocols for bull production, information system for data management, Programme monitoring. Establishment of village breeding centres (AI and natural service units), SOPs to be followed, procurement and supply logistics. Analysis and identification of intervention strategies for improvement of production environment and marketing. Basics of reproduction, tackling

No.	Particulars	Details
		infertility problems and organizing extension camps
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Veterinarians with at least 5 years experience in managing Livestock development and Genetic improvement Programmes
13	Name of faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

### 3.3.3 Orientation of data entry operators on PS and INAPH

Template code: PS 3

No.	Particulars	Details
1	Programme Title	Orientation of data entry operators on PS and INAPH
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance conservation and development of indigenous cattle breeds in their native breeding tract and orient them in project concept, implementation and monitoring mechanism, Data recording and other aspects of INAPH application, operation of PDAs etc
3	Focus Area	Capturing quality data that is generated in the Programme and generate MIS reports.
4	Batch Size	
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Project site
8	Duration	3 days
9	Target Participants	Data entry operators for breed development Programmes.
10	Brief description of course content	Basic concepts and activities of breed development Programmes. Type of data generated under PS Programme. Data collection formats. Software deployment and its related issues. INAPH- data entry screens, data capturing through desktop/ PDA. Troubleshooting and solutions
11	Suggested Review Period of training effectiveness	

No.	Particulars	Details
12	Faculty profile	Officers with experience in managing INAPH.
13	Name of faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

### 3.3.4 Orientation of Supervisors on PS

Template code: PS 4

No.	Particulars	Details
1	Programme Title	Orientation of Supervisors on PS
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance conservation and development of indigenous cattle breeds in their native breeding tract and orient them in project concept, implementation and monitoring mechanism, Data recording and other aspects of INAPH application, operation of PDAs etc
3	Focus Area	To supervise activities under Indigenous Breed Development Programme
4	Batch Size	
5	Nature of Training	Residential
6	Training Provider	EIA
7	Location	Project site
8	Duration	5 days
9	Target Participants	Supervisors engaged for implementation of Breed Development Programmes
10	Brief description of course content	Importance and basic concepts in Indigenous Breed Development Programme. Indian dairy breeds of cattle and buffaloes-characteristics and distribution. Community participation in conservation Programmes. Breeding design, performance recording, selection of elite animals, protocols in bull production. Establishment of village breeding centres (AI and natural service units), SOPs to be followed, AI centre monitoring. Reproduction basics and infertility problems. Organizing extension camps, infertility camps, village committees. Conducting village surveys, problem identification. Project performance reporting
11	Suggested Review Period of training effectiveness	

No.	Particulars	Details
12	Faculty profile	Veterinarians with at least 5 years experience in managing Livestock development and Genetic improvement Programmes
13	Name of Faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

### 3.3.5 Orientation of livestock supervisor on PS

Template code: PS 5

No.	Particulars	Details
1	Programme Title	Orientation of livestock supervisor on PS
2	Programme objectives	This Programme envisages to create awareness among the participants about the importance conservation and development of indigenous cattle breeds in their native breeding tract and orient them in project concept, implementation and monitoring mechanism, Data recording and other aspects of INAPH application, operation of PDAs etc
3	Focus Area	Taking care of supply logistics to Breeding centres under the Indigenous Breed Development Programme
4	Batch Size	
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Project site
8	Duration	5 days
9	Target Participants	Supervisor in-charge of supply logistics to Breeding centres under the Indigenous Breed Development Programme
10	Brief description of course content	Importance and basic concepts in Indigenous Breed Development Programme. Breeding design, performance recording, selection of elite animals, protocols in bull production. Establishment of village breeding centres (AI and natural service units), SOPs to be followed, AI centre monitoring. Planning, procurement and supply of AI centre inputs, stock keeping and reporting. Testing of LN containers and handling of LN containers and LN. Semen and LN2 distribution. Reproduction basics and infertility problems. Organizing extension camps & infertility camps

No.	Particulars	Details
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Veterinarians with at least 5 years experience in managing Livestock development, AI Programmes and Genetic improvement Programmes
13	Name of faculty if available	Qualified & experienced officers from Animal Breeding group
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	Dy. General Manager -AB Group

### 3.3.6 Basic AI Programme for new LRP-MAIT

Template code: PS 6

No.	Particulars	Details
1	Programme Title	Basic AI Programme for new LRP-MAIT
2	Programme objectives	Train lay inseminators in AI technique to practice quality AI so that genetic potential of cattle and buffaloes improves.
3	Focus Area	Taking care of supply logistics to Breeding centres under the Indigenous Breed Development Programme.
4	Batch Size	20
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Project site
8	Duration	45 days
9	Target Participants	Matriculate village youth
10	Brief description of course content	History of AI, Anatomy, Physiology of reproductive organs, oestrous cycle, heat symptoms, technique and timing of AI, Parturition, ideal calving cycle, types of semen, LN containers and their handling. SoP of AI, field visit and practical on live animals. Care and management of calves and pregnant animals, disbudding. Feed and feeding-Hay making, silage making & urea treatment. Green fodder cultivation (of various crops) Animal Insurance. Clean milk production.
11	Suggested Review Period of training effectiveness	
12	Faculty profile	Veterinarians with at least 5 years experience

No.	Particulars	Details
13	Name of faculty if available	RDTC faculty, Senior AI Officers of nearby milk unions and veterinary university
14	Link officer at HRD-Coops NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group NDDB Anand	Dy. General Manager -AB Group

## Chapter 4. Strengthening of Semen Stations

### 4.1 Manpower

Manpower need for the sub-project

No.	Designation	Nos. Required
1	General Manager/ Officer In-charge	
2	Sr. Manager / DGM	
3	Veterinary Officer	
4	Quality Control Officer	
5	Data Management Officer	
6	Lab. Technician	
7	Bull Supervisor	
8	Lab. Attendant	
9	Semen Collector	
10	Bull attendant	
11	Account & Admin Officer	
12	Account Officer	
13	Stores Officer	
14	Admn. Assistant	
15	Agriculture/Engg. Officer	
16	Agriculture / Engg. Supervisor	
17	Agriculture assistant	
18	Field attendant	
19	Admn. Assistant (Steno)	
20	Semen dispatch	
21	Drivers	
22	Cont. Workers (Estt)	
23	Environment & Social Officer	
24	Grievance Redressal Officer	

Note: The above positions and requirement may vary as per the size or business of semen station.

### 4.2 Job Description

<b>Designation:</b> General Manager/ Officer In-charge		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance</b>	<b>Technical Competency</b>

<b>Designation:</b> General Manager/ Officer In-charge		<b>Unit: EIA</b>
	<b>Indicator</b>	
• Planning, budgeting, controlling purchases, providing manpower and material resources	Quality Semen Production & overall Administration.	Expertise in animal breeding, animal management etc.
• Keeping watch on semen production and marketing		Basic knowledge of computer operations
• Quality of semen production and setting targets for production		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Leadership	Clarify goals, take initiatives, inspire the team, set the agenda, allocate resources	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
<b>Minimum Qualification:</b> MVSc. in Animal Reproduction / Animal Breeding & Genetics/ Veterinary Microbiology/ Livestock Production & Management, trained in semen production		<b>Prior work exp:</b> 15 years of relevant work experience

<b>Designation:</b> Deputy General Manager		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
• Overall Responsible for planning and implementing	Successful implementation of Project.	Experience in implementing Management decisions.
• Preparing plans for purchase of materials as per the demand received from production and quality control group		Basic knowledge of computer operation.
• Monitoring Semen Station and semen sale.		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Leadership	Clarify goals, take initiatives, inspire the team, set the agenda, allocate resources	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
<b>Minimum Qualification:</b> MVSc. in Animal Reproduction / Animal Breeding & Genetics/ Veterinary Microbiology/ Livestock Production & Management, trained in semen production		<b>Prior work exp:</b> 10 years relevant experience

Designation: Manager – III/II/I and Trainee Manager (Semen Station)/ Quality Control Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Overall Management of Semen Station & its Quality Control.	Successful management of overall semen Production.	Animal reproduction, Bull management and Animal breeding.
Execution of Task Assigned related to Semen Production.		Basic knowledge of computer operation, data entry etc
Monitoring Semen Processing & Bull Purchase, & Bull Management & Bio Security and ISO Accreditation.		
Behavioural Competencies		
Broad Competency	Ability to	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Minimum Qualification: MVSc. in Animal Reproduction / Animal Breeding & Genetics/ Veterinary Microbiology/ Livestock Production & Management, trained in semen production.		Prior work exp: 8/4/1/0 years respectively

<b>Designation:</b> Manager – I (Fodder Farm/Agricultural Engineering)/ Agriculture/Eng. Officer		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Manage Fodder Farm/ Farm Machinery	Successful implementation.	Supply of adequate & Quality fodder for our semen station
		Storage of green fodder on silage & day fodder as hay & straw as per annual requirement.
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to thers.	
<b>Minimum Qualification:</b> M.Sc. Agricultural (Agronomy)/M. Tech		<b>Prior work exp:</b> 1 year relevant experience



<b>Designation:</b> Manager – I (Accounts and Admin.)/ Account & Admin Officer		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Manage A/c & Admin	Successful Management of Accounts & Administration	Taxation , Accounting
Purchase		Budgeting
H R		Liasoning & Timely submission of fund utilization of Certificate , Keeping Records of Assets Purchase under NDP, Keeping separate A/c for NDP, Co-ordination with statutory Auditors and Internal Auditors, Proper Monitoring of Purchase under NDP Rules & Regulations.
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.	
<b>Minimum Qualification:</b> M.Com/LLB/CA Inter/MBA		<b>Prior work exp:</b> 1 year relevant experience.

<b>Designation:</b> OG-II (Accounts & allied)/ Account Officer		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Maintenance of accounts	Timely payment of Vendors, Fund mgt. Timely deposit of statutory dues and returns.	Accurately fund management.
Providing Assistance to Mgr. a/cs and Admin. Getting a/c audited.		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.	
<b>Minimum Qualification:</b> Graduate/B.com/M.Com/MBA		<b>Prior work exp:</b> not required

<b>Designation:</b> OG – II (ICT)/ Data Management officer		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Computer application	Smooth functioning of software, ensuring procedural backups with networking running state.	System Administration
Software development and maintenance & data back up		
Installing & configuring new H/w		
Trouble shooting on site and remote Technical support		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.	
<b>Minimum Qualification:</b> BCA/MCA		<b>Prior work exp:</b> not required

<b>Designation:</b> OG-I (Lab Tech.)		<b>Unit:</b> EIA
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Semen Laboratory	Quality semen production	Management of transfer from lab and instruments.
Semen Processing		
Calibration and annual maintenance		
Preparing buffer and dilution		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes, recognize talent	
Communication Skills	Clarity and precision of ideas and feelings; ability to have them understood by others and the ability to listen to others.	
<b>Minimum Qualification:</b> Bachelor degree in Life Sciences		<b>Prior work exp:</b> not required

Designation: Environment & Social (E&S) Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competencies
To identify Environment and Social (E&S) issues associated with subprojects.	Incorporation of relevant environment and social issues in the sub project proposal.  No of IEC campaign, Attitude, behavior and practice change of local stakeholders on E&S issues.  Understanding of community about the project impacts.  Proper documentation of project reports, case studies and technical briefings on E&S issues.  Number and quality of reports submitted.	Working knowledge of MS Office.
To provide relevant inputs from the community on E&S issues, in the subproject proposal.		
To undertake the information, education and communication (IEC) campaigns to educate the local villagers/stakeholder on E&S issues associated with subproject.		
Provide support in baseline assessment of E&S issues through appropriate stakeholder consultations.		
To ensure effective implementation of Environment and Social Management Plans (ESMPs) prepared by EIA.		
To track progress of impact on social groups like women, SC/ST communities and provide regular updates to PMU.		
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Effective communication skills. Must possess the ability to work with a team.	
Minimum Qualification:	Prior work exp:	
Bachelor or Master’s degree in Social Sciences or Environmental Sciences.	Post qualification experience of 1-2 yrs on environmental and social issues related to agriculture and allied sectors. Experience of working at community level is desirable. Experience in dairy sector (Dairy farms) is preferred but not essential.	

<b>Designation: Grievance Redressal Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
Maintain a computerized database of Grievances	Every application received tagged with a unique reference number, issued receipt in standard acknowledgement slip within 7 working days	ICT based support management, coordination with different levels for resolution.
Fix time limit for disposal of grievances and monitor the progress of disposal of the grievances	Inform complainant the action taken within the response time suggested at each level	Ability to collect & document critical information about the complaint
Holding periodical meetings to implement the Grievance Redressal Mechanism in an efficient manner	Number of meetings held	
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Written & verbal Communication	Confidently & effectively communicate & respond to complainants	
<b>Minimum Qualification:</b>	<b>Prior work exp:</b>	
Graduate	One of the existing Senior Officers or above in the EIA	

### 4.3 Training Programmes

List of training programmes to support the sub-project

<b>No.</b>	<b>Programme Name</b>
1	Advances overseas training for GM/OIC
2	Laboratory Techniques for Evaluation and Quality Control of Frozen Semen for QCO and GM of Semen Stations
3	Advances overseas training for QCO
4	Modern Cryopreservation Technology for Bovine Semen for Veterinary Officers and QCO's
5	Modern cryopreservation technology for QCO
6	Breeding Soundness Examination (BSE) of Bull Andrological Examination for VO or QCO of Semen Stations
7	Laboratory Techniques for a frozen semen lab for Lab Technician
8	Bull breeding soundness and andrological examination for VO
9	Semen Station Laboratory Attendants' Orientation (preferably on
10	Semen Station Bull Attendants' Orientation (preferably on the job)

No.	Programme Name
11	Laboratory techniques for Lab technicians
12	Orientation of Lab attendant
13	Orientation of bull attendant
14	Orientation on ISO, First aid and safety of Semi-skilled workers
15	Orientation on ISO, First aid and safety of un-skilled workers

#### 4.3.1 Laboratory Techniques for Evaluation and Quality Control of Frozen Semen for QCO and GM of Semen Stations

Template code: SSS & NSS 1

No.	Particulars	Details
1	Programme Title	<b>Laboratory Techniques for Evaluation and Quality Control of Frozen Semen for QCO and GM of Semen Stations</b>
2	Programme objectives	To provide training for efficient production of disease free, quality frozen semen and manage quality aspects of a large frozen semen station's activities. (With special focus for people working in Evaluation of semen and Quality Control in semen stations)
3	Focus Area	To improve quality of Semen
4	Batch Size	10
5	Nature of Training	Residential
6	Training Provider	KLDB/CFSP&TI
7	Location	Hessarghatta/ Mattupatti
8	Duration	14 days
9	Target Participants	General Manager/ Quality Control officer
10	Brief description of course content	<ul style="list-style-type: none"> <li>• General guidelines in processing semen</li> <li>• Different quality aspects in processing of semen</li> <li>• Cryopreservation of semen – Cryobiological aspects (with hands on in French mini system)</li> <li>• Lab QC Techniques like PIA, Incubation Test, Morphology, Bacterial load post thaw, Sperm function tests, HOST etc, Identification system for LN containers and Frozen Semen straws, maintenance of semen production records, inventory management of semen straws, computerised semen station monitoring</li> <li>• Minimum Standards for Frozen Semen Production • Practical hands on training in Quality Control Tests regarding semen / sperm quality and evaluation Exposure visits,</li> </ul>

No.	Particulars	Details
		<p>Library work, Film shows, Seminar</p> <ul style="list-style-type: none"> <li>Allied topics: <ul style="list-style-type: none"> <li>Importance of bio-security at different levels</li> <li>Exposure to use of advanced technology and latest equipment for efficiency</li> </ul> </li> </ul>
11	Suggested Review Period of training effectiveness	Six months
12	Faculty profile	Veterinarians with at least five years' experience and expertise in relevant field
13	Name of faculty if available	Not available at present
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group at NDDB Anand	DGM, Animal Breeding group

#### 4.3.2 Modern Cryopreservation Technology for Bovine Semen for Veterinary Officers and QCO's

Template code: SSS & NSS 2

No.	Particulars	Details
1	Programme Title	<b>Modern Cryopreservation Technology for Bovine Semen for Veterinary Officers and QCO's</b>
2	Programme objectives	To provide training for efficient production of disease free, quality frozen semen and manage all aspects of a large frozen semen station's activities to veterinarians or equivalents
3	Focus Area	To improve overall functioning of FSS leading to increased productivity of bulls and quality of semen.
4	Batch Size	As per requirement of training provider
5	Nature of Training	Residential
6	Training Provider	KLDB/CFSP&TI

No.	Particulars	Details
7	Location	Hessarghatta/ Mattupatty
8	Duration	14 days
9	Target Participants	Veterinary officers and Quality Control Officers
10	Brief description of course content	<p>□ Various methods for semen preservation: background □ Equipment used for cryopreservation; their operation and maintenance □ Handling of liquid nitrogen and frozen semen □ Methods used in equilibration of semen □□ Long term storage and transport of frozen semen □ Freezing protocols used for bovine semen □ Importance of Biosecurity □ Field handling of frozen semen and cold chain management, Practical hands on training in semen processing practices □ Minimum Standards for Frozen Semen Production □ Exposure visits, Library work, Film shows, Seminar <b>Allied topics:</b> □ Planning for semen production and breed mix, bull replacement □ Exposure to use of advanced equipment for efficiency</p>
11	Suggested Review Period of training effectiveness	Six months
12	Faculty profile	Veterinarians with at least five years' experience and experts in allied fields.
13	Name of faculty if available	Not available at present
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group at NDDB Anand	DGM, Animal Breeding

#### 4.3.3 Breeding Soundness Examination (BSE) of Bull Andrological Examination for VO or QCO of Semen Stations

Template code: SSS & NSS 3

No.	Particulars	Details
1	Programme Title	<b>Breeding Soundness Examination (BSE) of Bull Andrological Examination for VO or QCO of Semen Stations</b>
2	Programme objectives	To provide training for efficient management of sexual performance of bulls to augment disease free, quality frozen semen production
3	Focus Area	To increase productivity of a breeding bull

No.	Particulars	Details
		qualitatively as well as quantitatively.
4	Batch Size	As per requirement of training provider
5	Nature of Training	Residential
6	Training Provider	KLDB/CFSP&TI
7	Location	Hessarghatta/ Mattupatti
8	Duration	14 days
9	Target Participants	VO and QCO of semen stations
10	Brief description of course content	<p>□ General guidelines in processing semen</p> <p>□ Semen collection, evaluation for diagnosis of various macro and microscopic abnormalities</p> <p>□ Different quality aspects in processing of semen</p> <p>□ Lab QC Tests and causes for defects originating from bull</p> <p>□ Selection, quarantine, rearing and training of bulls for semen collection</p> <p>□ Sexual behaviour of bulls - impact on performance</p> <p>□ Breeding Soundness Examination of bulls</p> <p>□ External examination – external genitalia</p> <p>2. Internal examination (per rectum) of internal genitalia / accessory sex glands etc.,</p> <p>□ Clinical aspects of affections of testis, epididymis and accessory sex glands</p> <p>□ Collection and preservation and despatch of sex organ tissue for histopathological studies</p> <p>□ Minimum Standards for Frozen Semen Production</p> <p>□ Practical hands on training in bull / bull calf selection, routine bull examination, breeding soundness examination, collection of material for examination, sperm quality and evaluation</p> <p>□ Exposure visits, Library work, Film shows, Seminar</p> <p><b>Allied topics:</b></p> <p>□ Bio-security at different aspects</p> <p>□ Exposure to use of advanced equipment for efficiency</p>
11	Suggested Review Period of training effectiveness	Six months
12	Faculty profile	Veterinarians with at least five years experience and experts in allied fields.
13	Name of faculty if available	Not available at present
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	DGM, Animal Breeding group



#### 4.3.4 Laboratory Techniques for a frozen semen lab for Lab Technician

Template code: SSS & NSS 4

No.	Particulars	Details
1	Programme Title	<b>Laboratory Techniques for a frozen semen lab for Lab Technician</b>
2	Programme objectives	To provide training to Lab Technicians of semen stations in specific frozen semen lab activities and techniques
3	Focus Area	To increase productivity of a Frozen Semen Station qualitatively as well as quantitatively
4	Batch Size	As per requirement of training provider
5	Nature of Training	Residential
6	Training Provider	CFSP & TI, Hessarghatta and/ or KLDB
7	Location	Hessarghatta/ Mattupatti
8	Duration	5 days
9	Target Participants	Laboratory Technicians
10	Brief description of course content	Different aspects of working in a semen processing lab, semen processing, handling frozen semen and different equipment, preparation of buffer, dilutor, stock solutions, stains, quality control tests, biosecurity aspects, etc.,
11	Suggested Review Period of training effectiveness	Six Months
12	Faculty profile	Expertise in relevant fields
13	Name of faculty if available	Not available at present
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	DGM, Animal Breeding group

#### 4.3.5 Semen Station Laboratory Attendants' Orientation (preferably on the job)

Template code: SSS & NSS 5

No.	Particulars	Details
1	Programme Title	<b><i>Semen Station Laboratory Attendants' Orientation (preferably on the job)</i></b>
2	Programme objectives	To provide training for Lab Attendants of semen stations in specific frozen semen lab activities and orient them for quality lab working requirements
3	Focus Area	To increase productivity of a Frozen Semen Station qualitatively as well as quantitatively
4	Batch size	As per requirement of training provider
5	Nature of Training	In Situ
6	Training Provider	Outsourced
7	Location	Project site
8	Duration	3 days
9	Target Participants	Laboratory Attendants deployed in semen stations
10	Brief description of course content	Different aspects of working in a semen processing lab, identification and handling different equipment, chemicals, lab procedures, asepsis, disinfection, assistance in preparation of buffer, dilutor, stock solutions, stains, quality control tests, distilled water, sterilization, AV preparation, biosecurity aspects, etc.
11	Suggested Review Period of training effectiveness	Six months
12	Faculty profile	At least 5 years' experience in a semen laboratory.
13	Name of Faculty if available	Not available at present
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link officer at concerned Group, NDDB Anand	DGM, Animal Breeding group

#### 4.3.6 Semen Station Bull Attendants' Orientation (preferably on the job)

Template code: SSS & NSS 6

No.	Particulars	Details
1	Programme Title	<b><i>Semen Station Bull Attendants' Orientation (preferably on the job)</i></b>
2	Programme objectives	Train the Bull Attendants of semen stations in nuances of handling breeding bulls for efficient performance of bulls and orient them towards semen harvest maximisation
3	Focus Area	Bull management with emphasis on sperms' harvest
4	Batch Size	30
5	Nature of Training	In situ
6	Training Provider	Outsourced/EIA
7	Location	Project site
8	Duration	3 days
9	Target Participants	Bull Attendants deployed in bull / semen stations
10	Brief description of course content	Different aspects of working with the breeding bulls starting from calf hood to semen collection in a semen station, handling of different types / breeds of bulls, their temperament, sexual behaviour, cleanliness and sanitation, asepsis, disinfection, semen collection procedures, assistance in semen collection, biosecurity aspects, personal hygiene, etc.,
11	Suggested Review Period of training effectiveness	Six months
12	Faculty profile	At least 5 years' experience in a semen station
13	Name of faculty if available	Not available at present
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	DGM, Animal Breeding

#### 4.3.7 Orientation on ISO, First aid and safety of Semi-skilled and unskilled workers

Template code: SSS & NSS 7

No.	Particulars	Details
1	Programme Title	<b><i>Orientation on ISO, First aid and safety of Semi-skilled and unskilled workers</i></b>
2	Programme objectives	To train the workers in safety management systems
3	Focus Area	Safe work environment
4	Batch Size	30
5	Nature of Training	In situ
6	Training Provider	Outsourced/ NDDB
7	Location	Project site
8	Duration	2 days
9	Target Participants	Bull Attendants deployed in bull /semen stations
10	Brief description of course content	General Awareness on ISO and Safety Management Systems, First Aid and safety measures, statutory safety regulations
11	Suggested Review Period of training effectiveness	Six months
12	Faculty profile	At least 5 years' experience in a semen station
13	Name of faculty if available	Not available at present
14	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
15	Link Officer at concerned Group, NDDB Anand	DGM, Animal Breeding

#### 4.3.8 Orientation for Data Management Officers/ Assistants on Semen Station Management System (SSMS) module of INAPH Application for Data Management Officers of Frozen Semen Stations

Template code: SSS & NSS 8

Sl No	Particulars	Details
1.	Programme Title	<b>Orientation for Data Management Officers/ Assistants on Semen Station Management System (SSMS) module of INAPH Application for Data Management Officers of Frozen Semen Stations</b> (Refresher) <sup>1</sup>
2.	Programme objectives	This programme envisages training the participants in comprehensive data management system for a semen station and orienting them to the concept, implementation and monitoring mechanism.
3.	Focus Area	Capturing quality data that is generated in the programme and generate MIS reports.
4.	Duration	5 days with hands on
5.	Target participants	Data Management Officers of the Semen Stations
6.	Name of faculty	Concerned officer from INAPH and SAG Bidaj
7.	Faculty profile	Officers with experience in managing SSMS and INAPH.
8.	Link officer at NDDB Anand	
9.	Link officer at concerned NDDB office	NA
10.	Brief description of course content	Basic concepts and activities of Frozen Semen Station Description & Creation of Master tables required to run the Application. Detailed description of different transaction like Semen Production, Processing, Sale, Purchase, FS Inventory control, Bull Management, FS Tests, Bull Management, Laboratory Management etc. Description of Reports, Graphs, Alerts, warnings etc. Description of different business tools like Invoice, Challan, Packing Note, Performa Invoice, Semen Inward Note etc. Application Deployment procedure and steps for first time implementation. Troubleshooting, Dos and Don'ts

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<sup>1</sup> Refresher training (for 3 days) would- cover similar topics along with some experience sharing and feedback from the participants- only for those who have worked in a semen station for at least 2 years

#### 4.3.9 Training on Fodder Production & Conservation for Agriculture Officers posted at Frozen Semen Stations

Template code: NSS 9

Sl No	Particulars	Details
1.	Programme Title	<b>Training on Fodder Production &amp; Conservation for Agriculture Officers posted at Frozen Semen Stations</b>
2.	Programme objectives	Train - Graduates in Agriculture or its equivalent - in efficient management of fodder production operations of a semen station to augment healthy, quality frozen semen production (With special focus for people working in bull stations / semen stations) To propagate fodder conservation practices for minimizing fodder wastages and enhancing its utilization efficiency.
3.	Focus Area	To ensure adoption /cultivation of latest high yielding and nutritive varieties of fodder crops in order to increase green availability in the semen station.
4.	Duration	5 days.
5.	Target participants	Agricultural officers and other allied officers involved in fodder development for bulls.
6.	Name of faculty	Experienced & qualified officers from Animal Nutrition group
7.	Faculty profile	Forage/ Animal Nutrition Specialist with 4-5 years field experience.
8.	Link officer at NDDB Anand	DGM, Animal Nutrition
9.	Link officer at concerned NDDB office	NA
10.	Brief description of course content	Introduction – Importance of feeding green and quality fodder to breeding bulls, demand vs. availability in the country All the year round green fodder production technology and need based fodder production Development and management of forage crops, grasses and Silvi-pasture suiting to different agro-climatic zones and seasons Conservation of fodder as hay and silage Strategies and fodder interventions required to improve fodder availability Enrichment & densification of fodder and crop residues

#### 4.3.10 Advanced training on Fodder seed production technologies for Agriculture Officers posted at Frozen Semen Stations

Template code: NSS 10

Sl No	Particulars	Details
1.	Programme Title	<b>Advanced training on Fodder seed production technologies for Agriculture Officers posted at Frozen Semen Stations</b>
2.	Programme objectives	Train - Graduates in Agriculture or its equivalent - in the role of certified/truthfully labelled seeds of improved high yielding varieties of fodder crops in enhancing productivity of green fodder. To enhance production of quality seeds of improved varieties of fodder crops.
3.	Focus Area	To ensure availability of certified/ truthfully labelled seeds in required quantity to the dairy farmers.
4.	Duration	5 days
5.	Target participants	Agricultural / Fodder officers involved in production, processing, certification and marketing of quality fodder seeds.
6.	Name of faculty	(Specialized Programme) <sup>2</sup>
7.	Faculty profile	Seed production Specialist with 4-5 years of experience
8.	Link officer at NDDB Anand	DGM, Animal Nutrition
9.	Link officer at concerned NDDB office	NA
10.	Brief description of course content	Importance of forages and role of quality seeds in enhancing fodder production Demand vs. availability of fodder seeds, problems & prospects of forage seed production Procedure of seed production, certification, field & laboratory standards of fodder crops Infrastructure, seed processing, packing & labelling Fodder seed marketing

<sup>2</sup> This is a specialized programme and can be outsourced to National Seed Corporation, New Delhi/ National Seed Research & Training Centre, Varanasi / IGFR, Jhansi.

#### 4.3.11 Behavioural / Quality Systems / ISO trainings for Accounts cum Admin Officers of Frozen Semen Stations

Template code: NSS 11

Sl No	Particulars	Details
1.	Programme Title	<b>Behavioural / Quality Systems / ISO trainings for Accounts cum Admin Officers of Frozen Semen Stations (Refresher) <sup>3</sup></b>
2.	Programme objectives	This programmes envisage capacity building of the participants in different competencies
3.	Focus Area	To ensure compliance to different Accounts / admin / ISO / Quality Systems requirements
4.	Duration	3 days with hands on
5.	Target participants	Accounts cum Admin Officers of the Semen Stations
6.	Name of faculty	Out sourced
7.	Faculty profile	Experts in relevant fields
8.	Link officer at NDDB Anand	Experienced & qualified officers from Animal Breeding group
9.	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
10.	Brief description of course content	<ul style="list-style-type: none"> <li>Awareness on quality system with regard to semen and maintenance of books and record as per the ISO requirements</li> <li>Knowledge about adherence of technical parameters by making book entry</li> </ul>

#### 4.3.12 ISO Management Representative Training

Template code: NSS 12

Sl No	Particulars	Details
1.	Programme Title	<b>ISO Management Representative Training</b>
2.	Programme objectives	Train the Management Representative of the semen station in ISO-MR functions to ensure strict conformity to standards
3.	Focus Area	To increase productivity of a Frozen Semen Station qualitatively as well as quantitatively
4.	Duration	3/5 days
5.	Target participants	Management Representative of the semen station for ISO certification
6.	Name of faculty	Outsourced programme <sup>4</sup>
7.	Faculty profile	Certified trainers of accredited agencies
8.	Link officer at	DGM, Animal Breeding

<sup>3</sup> Refresher training (for 2 days) would- cover similar topics along with some experience sharing and feedback from the participants- only for those who have worked in a semen station for at least 2 years

<sup>4</sup> Programme needs to be outsourced to agencies accredited to conduct the training and issue certificate



Sl No	Particulars	Details
	NDDB Anand	
9.	Link officer at HRD-Coops, NDDB Anand	Dy. General Manager - Trg & Dev
10.	Brief description of course content	Different aspects ISO certification requirements and functions of MR

#### 4.3.13 ISO – Internal Auditor Training

Template code: NSS 13

Sl No	Particulars	Details
1.	Programme Title	<b>ISO – Internal Auditor Training</b>
2.	Programme objectives	Train the identified employees as internal auditors for ISO in ISO-internal auditor functions to ensure strict conformity to standards
3.	Focus Area	To increase productivity of a Frozen Semen Station qualitatively as well as quantitatively
4.	Duration	2-3 days
5.	Target participants	Identified employees of semen station as internal auditors for ISO certification
6.	Name of faculty	Outsourced programme <sup>5</sup>
7.	Faculty profile	Certified trainers of accredited agencies
8.	Link officer at NDDB Anand	DGM, Animal Breeding
9.	Link officer at HRD-Coops NDDB Anand	Dy. General Manager - Trg & Dev
10.	Brief description of course content	Different aspects ISO certification requirements and functions of Internal Auditor

#### 4.3.14 ISO – Managerial Training for Knowledge Up gradation (Technical/Behavioural)

Template code: NSS 14

Sl No	Particulars	Details
1.	Programme Title	<b>ISO – Managerial Training for Knowledge Up gradation (Technical/Behavioural)</b>
2.	Programme objectives	Train the identified officers in different Technical / Behavioural skills as per the requirement for ISO certification
3.	Focus Area	To increase productivity of a Frozen Semen Station qualitatively as well as quantitatively
4.	Duration	2-3 days
5.	Target participants	Identified employees of semen station

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<sup>5</sup> Programme needs to be outsourced to agencies accredited to conduct the training and issue certificate

<b>Sl No</b>	<b>Particulars</b>	<b>Details</b>
6.	Name of faculty	Outsourced programme <sup>6</sup>
7.	Faculty profile	Certified trainers of accredited agencies
8.	Link officer at NDDB Anand	DGM, Animal Breeding
9.	Link officer at HRD-Coops at NDDB Anand	Dy. General Manager - Trg & Dev
10.	Brief description of course content	As per different requirements for ISO certification Detail knowledge about various clauses, preparation of ISO procedural and technical manual, selection of MR understanding of auditing procedure and requirement, maintenance of accurate reports and statement of corrective action against non-compliance report

#### **4.3.15 Advances overseas training for GM/OIC**

Template code: SSS & NSS 15

<b>No.</b>	<b>Particulars</b>	<b>Details</b>
1	Programme Title	<b>Advances overseas training for GM/OIC</b>
2	Programme objectives	To provide exposure to the best practices in Semen Production
3	Focus Area	To improve quality of Semen
4	Batch Size	As per the requirement of the training institute
5	Nature of Training	Overseas
6	Training Provider	Outsourced
7	Location	Overseas
8	Duration	14 days
9	Target Participants	General Manager/ Officer in charge
10	Brief description of course content	As per the course offered by the training institute
11	Suggested Review Period of training effectiveness	Six months
12	Faculty profile	Not available at present
13	Name of faculty if available	Not available at present
14	Link officer at HRD-Coops,	Dy. General Manager - Trg & Dev

<sup>6</sup> Programme needs to be outsourced to agencies accredited to conduct the training and issue certificate

No.	Particulars	Details
	NDDB Anand	
15	Link Officer at concerned Group at NDDB Anand	DGM-Animal Breeding group

#### 4.3.16 Advanced overseas training for QCO/QAO of semen station

Template code: SSS & NSS 16

Sl No	Particulars	Details
1.	Programme Title	<b>Advanced overseas training for QCO/QAO of semen station</b>
2.	Programme objectives	Objective is to expose the QCO of semen stations for a period of about 15 days (Stay) to new approaches in Quality Control and Quality Assurance in frozen semen technology programme in any North American or European country
3.	Focus Area	To increase productivity of a Frozen Semen Station qualitatively as well as quantitatively
4.	Duration	15 days
5.	Target participants	Quality Control / Quality Assurance Officers of frozen semen stations
6.	Name of faculty	Faculty/experts of identified institutes/universities/ agencies of North American or European country
7.	Faculty profile	Expertise in relevant fields
8.	Link officer at NDDB Anand	DGM, Animal Breeding group
9.	Link officer at HRD-Coops NDDB Anand	NA
10.	Brief description of course content	Working of a modern semen station, latest QC tests, QA measures adopted, latest equipment and technology adopted, quality management systems in place, different protocols, standards, measures to maximise the output

## Chapter5. Artificial Insemination

### 5.1 Manpower

Manpower need for the sub-project

Positions	Completion Status
<b>Head Office Positions</b>	
Project Head	
Manager (Technical)	
Manager (Operations)	
Coordinator (Breeding Services)	
Executives (Tech, Extension, IT, Finance, HR)	
Officers (HR, Accts, Operations, Service Admn)	
<b>Field Positions</b>	
MAITs (franchisee)*	
Officer (BS)	
Veterinary Executives	
Manager (BS)	
Technical Executive	
Executive-Operations	
Officer (Acct &Stores)	
Logistics Assistant	
E & S Officer	
GRO	

### 5.2 Job Description

Designation: Project Head		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Define project scope, goals and deliverables that support business goals in collaboration with senior management and stakeholders.	Adhering to the timelines in implementation of the project	Understanding of Dairy sector
Coach, mentor, motivate and supervise project team members and influence them to take positive action and accountability for their assigned work.	Achievement of Physical and Financial targets	Project Management
Plan and schedule project timelines and milestones using appropriate tools.	Attrition of MAITs and employees	Policies affecting AI business

<b>Designation: Project Head</b>		<b>Unit: EIA</b>
• Develop and deliver progress reports, proposals, requirements Documentation and presentations		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Project Management	to Create and execute against project timelines based on priorities, resource availability, and other project requirements	
Accountability	to accepts full responsibility for self and contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals;	
Judgment and Decision Making	Analyze problems by evaluating available information and resources; develops effective, viable solutions to problems	
<b>Minimum Qualification: BVSc or BSc preferably with MBA</b>		<b>Prior work exp: 10 years in livestock sector</b>

<b>Designation: Coordinator (Breeding Services)</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Effective implementation & follow-up of strategies such as farmers meeting, calf show & infertility camps in all regions to promote AI services.	No of effective field extension activities conducted	Knowledge of all relevant programmes in use in the project
Successfully assist the regional team with various tasks such as collateral development, customer satisfaction analysis, sales & service programs & product development.	MIS report generation provisions	
Coordinate all Marketing activities including advertising, publicity, and sales promotion and prepare such materials in association with BS group.	Timely promotion support	Product Management
Provide all service and technical data in the prescribed format to Management for review	Timely redressal of regional office grievances	Knowledge of Animal demographics in project area
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Conflict management	Anticipates stakeholder (e.g., customers, peers, supervisor) agendas;	

<b>Designation: Coordinator (Breeding Services)</b>		<b>Unit: EIA</b>
	finds and presents solutions that prove to be effective	
Team work and cooperation	To proactively work with team members to improve team collaboration and functioning on a continuous basis	
Communication	To communicate effectively the ideas, knowledge in clear and concise manner to the team	
<b>Minimum Qualification: BVSc preferably with MBA</b>		<b>Prior work exp: 5 years in animal breeding /health sector</b>

Designation: Executive (HR)		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
To maintain and develop HR policies, ensuring compliance and to contribute the development of corporate HR policies.	As decided by Management based on specific task assigned	Know HR Principles, procedure and tools
Develop, refine and fine-tune effective methods or tools for selection / or provide external consultants to ensure the right people with the desired level of competence are brought into the project		
Ensure adherence to corporate guideline on salary adjustments and promotions. Coordinate increments and promotions of all staff.		Knowledge of Resource Management
Behavioural Competencies		
Broad Competency	Ability to	
Value Diversity		
Resolves conflict		
Communicates well and respect others		
Minimum Qualification: Graduate with MBA (HR)		Prior work exp: 5 years experience

<b>Designation: Executive (Finance)</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Supervision of Accounts receivable, Accounts payable, Payroll processing, Fixed asset accounting and Statutory Compliance	As decided by Management based on specific task assigned	Working knowledge in ERP
Support services towards working capital and project financing activities of Head – Finance & Costing. Statutory		Good computer skills

Designation: Executive (Finance)		Unit: EIA
audit coordination		
Internal process audit coordination Direct/Indirect tax assessments etc. Management of cash flows for routine operations		
Behavioural Competencies		
Broad Competency	Ability to	
Customer service orientation	To recognizes that work processes and/or outcomes are negatively impacting the customer; owns the issue and takes action to address deficiencies by identifying resolutions and notifying the concerned departments	
Initiate	Takes the initiative to complete assignments early; consistently exceeds expectations regarding the timing of deliverables	
Communication	To communicate effectively the ideas, knowledge in clear and concise manner to the team	
Minimum Qualification: Commerce graduate preferably having CA or ICWA		Prior work exp: 5 years experience

Designation: Executive (IT)		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
IT Applications support and maintenance as per standards; Monitor and optimize systems performance; Monitoring of SLAs	As decided by Management based on specific task assigned	Understanding the technical specification of the hardware and software used and within the business. Having the ability to recall relevant facts about the hardware or software for use by the business or the client as appropriate
IT Infrastructure support and maintenance; Maintain the Information Security Standards in the organization		
User interaction, support, training and documentation		
Behavioural Competencies		
Broad Competency	Ability to	
Communications	construct and expression of thoughts and ideas	
Problem Solving	Being able to break down a problem into its core components, calculate the best cause of action to either solve or alleviate the problem within a reasonable timescale.	

<b>Designation: Executive (IT)</b>		<b>Unit: EIA</b>
<b>Minimum Qualification: BE/Btech/MCA/MS - IT</b>		<b>Prior work exp: 5 years experience in IT sector</b>

Designation: Executive (Technical-HO)		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Identifying training needs and organizing training programme for staff and MAITs	As decided by Management based on specific task assigned	Knowledge about INAPH, Frozen semen technology, AI, bull rotation programme SOP and process development Proficiency in computers
Ensure quality of service by arranging good genetics, quality inputs and improve compliance of SOP through technical audits		
INAPH AI service data management		
Behavioural Competencies		
Broad Competency	Ability to	
Professional Development	Collect information/knowledge; provide feedback to all team members on areas they need to improve upon	
Customer Orientation	Address disgruntled customer problems by remaining calm and professional; personally follows through to resolve issue(s)	
Minimum Qualification: BVSc/MVSc	Prior work exp: BVSc with 6 yrs experience in Animal Health /breeding services sector or 3 yrs post graduate experience having MVSc in (Animal reproduction, Gynaecology or Obstetrics) or Animal genetics and Breeding	

Designation: Executive (Extension and Rural Communications)		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Production of Extension literature, visuals, Video films and dissemination of information to the different target group, using area- / location-specific modern communication approaches.	Increased awareness about AI	have a keen interest and knowledge of Animal husbandry, farming, environment extension methods
Monitoring of extension activity and record the outcome		
Development and communication of in house e-newsletter on quarterly basis		
Behavioural Competencies		
Broad Competency	Ability to	
have good communication and interpersonal skills	construct and expression of thoughts and ideas	



<b>Designation: Executive (Extension and Rural Communications)</b>		<b>Unit: EIA</b>
possess persuasive abilities	Develops and uses subtle strategies to persuade others	
<b>Minimum Qualification: BVSc with MBA/MVSc (livestock extension)</b>	<b>Prior work exp: 3-5 years</b>	

<b>Designation: AI Technician (franchisee)</b>		
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Performing AI as per SOP	AI Nos	Technical know-how of AI
Provide follow up services	Conception rate	AI and Pregancnay diagnosis skills
Create awareness about AI	Follow-up percentage	competent enough to enter data in PDA
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Customer orientation	to identify farmers need, to take responsibility, to deliver timely and quality service, to communicate effectively	
<b>Minimum Qualification: 10+</b>	<b>Prior work exp: preferably 1 year</b>	

<b>Designation: Officer (Breeding Services)</b>		
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Identification of potential area and selection of MAITs	Achievement of targeted AI Nos and targeted breed able population coverage in the territory	Knowledge about AI,PD, breeding policy, various govt schemes etc.
Achieve business targets of the Territory	No of MAIT in the territory achieving the targets (qualitative and quantitative)	AI and PD skills
Supervise, monitor and support MAITs	No of Farmer contact meetings and calf shows conducted	Proficiency in computers (MS office)
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Result Orientation	Make the MAIT perform well by providing motivation and support.	
Communication	Ability to conduct extension activity aimed to creating awareness about benefit of AI	
<b>Minimum Qualification: BSc (Ag) or BSc holding LSS diploma or any graduate with 1-2 Years' experience in AI</b>	<b>Prior work exp: At least 2 years' experience in AI Service</b>	

<b>Designation: Veterinary Executive</b>		
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Achieve business target of the Area	Achievement of targeted AI Nos and targeted breed able population coverage in the Area	Sound knowledge in reproductive physiology of animals
Provide Technical assistance to the team of 40 MAITs and 2 Officers	No of infertile camps conducted and infertile animal treated	Diagnosis and treatment of infertile bovines
Conduct infertility camps and farmers meeting	Ear tagging percentage, conception rate, follow up rate	Proficiency in computers (MS office)
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team work and cooperation	To retain, groom and motivate the team	
Result Orientation	To set goals and priorities to consistently deliver results	
Communication	To communicate effectively the ideas, knowledge in clear and concise manner to the team	
Initiative	To identify and act on either a problem or an opportunity	
<b>Minimum Qualification: BVSc/MVSC</b>		<b>Prior work exp:</b> BVSc with 2 year experience in large animal veterinary practice or MVSc in non-clinical subject with one year or Freshers with MVSc in clinical subjects esp. Animals Reproduction, Gynaecology and Obstetrics

<b>Designation: Manager (Breeding Services)</b>		
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Monitor the performance, direct and guide Veterinary Executive/ Officers to achieve the Regions financial budget, key performance goals and revenues.	Achievement of Physical and financial targets	Knowledge of AI industry, policies, competitors, etc.
Ensure viability of AI operation in the area by improving the productivity of MAITs and constantly looking for avenues to bring down the cost of insemination.	Profitability of the region	Techno-managerial skills
Liaison/Coordinate with partnering agencies in	Attrition of MAITs and employees	Analytical and computer skills

<b>Designation: Manager (Breeding Services)</b>		
implementation of project		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team Leadership	to Effectively manage and guide the team to achieve team goal; provide appropriate feedback on individual performance including areas of improvement	
Team Building and conflict Management	to build loyalty among team member; assist in problem solving so that all team members are included in the work process	
Creativity and innovation	Apply problem solving skills to develop solutions to problems, develop multiple alternatives; effectively share and implement ideas	
<b>Minimum Qualification: BVSc/any graduation with MBA</b>	<b>Prior work exp:</b> At least 5 years work experience in managing large scale AI operations or worked as project head in any livestock/rural development projects or similar experience in NGO in livestock sector	

<b>Designation: Technical Executive</b>		
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
INAPH Data Management	Quality of AI, PD and calving data entered in INAPH	Knowledge about INAPH, Frozen semen technology, AI, bull rotation programme
Quality audit of AI programme in the region	No of MAITs achieving 50% or more conception rate	SOP and process development
Training and retraining of AITs	Proportion of grievances successfully redressed and time taken	Proficiency in computers
Grievance redressal of Internal and external customers		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Professional Development	Collect information/knowledge; provide feedback to all team members on areas they need to improve upon	
Customer Orientation	Address disgruntled customer problems by remaining calm and professional; personally follows through to resolve issue(s)	
<b>Minimum Qualification: BVSc/MVSc</b>	<b>Prior work exp: BVSc with 6 yrs experience in Animal Health /breeding services sector or</b>	

<b>Designation: Technical Executive</b>	
	<b>3 yrs post graduate experience having MVSc in (Animal reproduction, Gynaecology or Obstetrics) or Animal genetics and Breeding</b>

<b>Designation: Operations Executive</b>		
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Ensuring timely supply of AI accessories, consumable, liquid nitrogen and other material	Transportation cost per centre	Logistics Management
Management of Liquid Nitrogen Silo	Supply frequency <i>vies-a-vies</i> 35 days standard	Knowledge of statutory requirement viz. drug licence, sales tax registration etc.
Optimum inventory Management	Inventory carrying cost	Route planning
Sales and expenses Accounting		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Team work and cooperation	Proactively work with field team members to improve team collaboration and functioning on a continuous basis	
customer service orientation	Recognize that work processes and/or outcomes are negatively impacting the customer; owns the issue and takes action to address deficiencies by identifying resolutions	
<b>Minimum Qualification: Commerce graduate with Diploma/MBA in operations Management</b>	<b>Prior work exp: 3 years</b>	

<b>Designation: Environment &amp; Social (E&amp;S) Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
To identify Environment and Social (E&S) issues associated with subprojects.	Incorporation of relevant environment and social issues in the sub project proposal.	Working knowledge of MS Office.
To provide relevant inputs from the community on E&S issues, in the subproject proposal.		
	No of IEC campaign,	

Designation: Environment & Social (E&S) Officer		Unit: EIA
To undertake the information, education and communication (IEC) campaigns to educate the local villagers/stakeholder on E&S issues associated with subproject.	Attitude, behavior and practice change of local stakeholders on E&S issues.	
Provide support in baseline assessment of E&S issues through appropriate stakeholder consultations.	Understanding of community about the project impacts.	
To ensure effective implementation of Environment and Social Management Plans (ESMPs) prepared by EIA.	Proper documentation of project reports, case studies and technical briefings on E&S issues.	
To track progress of impact on social groups like women, SC/ST communities and provide regular updates to PMU.	Number and quality of reports submitted.	
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Effective communication skills. Must possess the ability to work with a team.	
Minimum Qualification:	Prior work exp:	
Bachelor or Master's degree in Social Sciences or Environmental Sciences.	Post qualification experience of 1-2 yrs on environmental and social issues related to agriculture and allied sectors. Experience of working at community level is desirable. Experience in dairy sector (Dairy farms) is preferred but not essential.	

<b>Designation: Accounts officer</b>		
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Record sales transaction and revenue receipts	Entry of sales and expenses data in ERP in stipulated time	Stores Management
Prepare regional expenses claims	Regularity in maintenance of asset register	Knowledge of SAP
Maintain Asset register	Bank reconciliation	
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Flexibility	to adapt to change and different ways of doing	

<b>Designation: Accounts officer</b>	
	things quickly and positively
<b>Minimum Qualification: Commerce graduate</b>	<b>Prior work exp: 3 years</b>

<b>Designation: Grievance Redressal Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
Maintain a computerized database of Grievances	Every application received tagged with a unique reference number, issued receipt in standard acknowledgement slip within 7 working days	ICT based support management, coordination with different levels for resolution.
Fix time limit for disposal of grievances and monitor the progress of disposal of the grievances	Inform complainant the action taken within the response time suggested at each level	Ability to collect & document critical information about the complaint
Holding periodical meetings to implement the Grievance Redressal Mechanism in an efficient manner	Number of meetings held	
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Written & verbal Communication	Confidently & effectively communicate & respond to complainants	
<b>Minimum Qualification:</b>	<b>Prior work exp:</b>	
Graduate	One of the existing Senior Officers or above in the EIA	

### 5.3 Training Programmes

List of training programmes to support the sub-project

No.	Programme Title
1	Artificial Insemination Basic
2	Artificial Insemination Refresher
3	Training Programme on Management of Fertility in Bovines for Veterinarians
4	Training Programme on Management of large scale AI Operations for Regional Managers and Area Executives

#### 5.3.1 Artificial Insemination Basic

Template code: AID 1

No.	Particulars	Details
1	Programme Title	<b>Artificial Insemination Basic</b>
2	Programme objectives	Participants will able to: To train the interested farmers/educated young persons in AI technique to deliver quality AI

No.	Particulars	Details
		services to the milk producers.
		To motivate the AI workers to take up the job enthusiastically so as to improve the genetic potential of the cattle and buffaloes to yield more milk through adoption of better dairy animal management.
		To Make the farmers understand the virtues of AI in genetic improvement programme in the country.
		To create a pool of AI technicians to meet the increasing need of coverage of AI among the deprived section of the animal population i.e. the non-descript Indian cows and buffaloes.
3	Focus Area	Enhance the coverage of AI in cattle and buffaloes
		Produce genetically superior animals through AI
		Management of AI services in field conditions
		Enhance productivity of cattle and buffaloes through systematic breeding techniques. Improve quality of animals by adoption of better health and disease management practices.
4	Batch Size	20
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Regional Demonstration and Training Centre of NDDB
8	Duration	45 days
9	Target Participants	Farmers/Educated unemployed youth from Dairy Cooperatives Societies
10	Brief description of course content	<b>Principal Topics in Artificial Insemination (AI)</b> <ul style="list-style-type: none"> <li>• History of AI, Semen stations in the country, Present breeding scenario in the country, animal demographics</li> <li>• Anatomy &amp; Physiology of Reproductive organs,</li> <li>• Oestrous cycle, symptoms of heat</li> <li>• Technique and timing of AI,</li> <li>• Fertility problems in bovine, control and prevention</li> <li>• Embryo development, Parturition, Ideal calving cycle</li> <li>• Frozen semen production technique in a nutshell, Colour codes and breed codes of FSD, Pedigree Standards for breeding bulls for semen production</li> <li>• Liquid Nitrogen (LN2) containers and their</li> </ul>

No.	Particulars	Details
		<p>handling,</p> <ul style="list-style-type: none"> <li>• Delivery of Quality of AI services, factors influencing conception rate &amp; semen quality</li> <li>• AI as a tool to augment milk production.</li> </ul> <p><b>Allied topics:</b></p> <ul style="list-style-type: none"> <li>• Different body parts of cow &amp; buffalo. Description of different body systems</li> <li>• Restraining of animals.</li> <li>• Determination of age &amp; body weight.</li> <li>• Care &amp; management of calves, dry, pregnant &amp; lactating animals.</li> <li>• Feedstuff and feeding, Balance cattle feed, Ration balancing, Green fodder cultivation. Ration Balancing System, the latest tool for balancing the ration of animal.</li> <li>• Preservation &amp; enrichment of Fodder-hay &amp; silage making, urea straw treatment etc.</li> <li>• Importance of minerals in Reproduction.</li> <li>• Animal insurance.</li> <li>• Importance of clean Milk production.</li> <li>• Contagious diseases of bovine, their prevention &amp; (Vaccination, maintaining cold chain) &amp; control. Importance of deworming.</li> <li>• Ear tagging, Record keeping etc.</li> <li>• Practical, Field visits &amp; Film shows etc.</li> </ul> <p><b>Hands On Training:</b> This includes palpation of female genital organs followed by passing of AI gun in live animals, Preparation of AI Gun, Fodder conservation techniques ( Silage, Hay and Urea treatment)</p> <p><b>Study visit:</b> Visit to Cattle Feed Plant, Semen Bank, Feed Analysis laboratory and Visit to Dairy plant constitute part of the AI basic programme.</p>
11	Suggested Review Period	One year from Training
12	Faculty profile	Officers with good communication skills, having experience, subject knowledge, fluent in local language.
13	Name of faculty	Veterinarians at Regional Demonstration and Training Centres
14	Link officer at HRD-Coops, NDDB, Anand	Dy. Head Training & Development
15	Link Officer at concerned Group at NDDB Anand	DGM, Animal Breeding group



### 5.3.2 Artificial Insemination Refresher

Template code: AID 2

No.	Particulars	Details
1	Programme Title	<b>Artificial Insemination Refresher</b>
2	Programme objectives	To identify and rule out if any mistake committed by the AI technicians through initial assessment.
		To enable the participants to resolve the farmers problems pertinent to reproduction and fertility.
		To provide the participants an understanding of the latest techniques of control and prevention of problems related to fertility in cattle and buffaloes.
		Impart latest knowledge in artificial insemination, frozen semen dose production and the protocol followed to help the AI workers in the field.
		To apprise the participants on latest feeding trends for dairy animals for improving productivity through balancing ration
		To enlighten on activities of frozen semen banks operating in different sectors in the country
3	Focus Area	Efficient delivery of AI services to the farmers
		Use of Progeny tested, Sib tested and sexed semen
		Control and prevention of infectious diseases and protocol followed
		Ration Balancing System - a tool for balance feeding.
		Use of pedigreed semen for production of quality animals
4	Batch Size	8
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Regional Demonstration and Training Centre of NDDB
5	Duration	5 days
6	Target Participants	Practicing AI Technicians with 2-3 years of experience in conducting AI. The participant should have been trained earlier by some institute, NGO and must hold a certificate of the training.

No.	Particulars	Details
11	Brief description of course content	<p>Evaluation Session - Role of AI in livestock improvement in India. Understanding the salient features of Oestrous &amp; Oestrous cycle &amp; its endocrinological regulation. Discussion on erroneous inseminations. Common errors committed while doing AI and Thawing of Semen straw. Discussion of common causes of AI failure, proper technique of insemination and importance of asepsis in AI. Common mistakes in handling of Liquid Nitrogen Containers &amp; transportation of Frozen Semen at field level. AI management in field. Semen Stations in the Country and suppliers of pedigreed semen across the country. Importance of Progeny tested, Sib tested and sexed semen, their availability.</p> <p>Personal Digital Assistant (PDA), the latest tool to maintain and monitor AI activities in the field by the AI worker. Ration Balancing System (RBS) a tool to balance ration for improving production and reproductive efficiency of dairy animals.</p> <p>Latest trend in control and prevention of infectious diseases</p> <p>Reporting system</p> <p><b>Hand On Training:</b> This includes palpation of female genital organs followed by passing of AI gun in live animals, Preparation of AI Gun, Fodder conservation techniques ( Silage, Hay and Urea treatment)</p> <p><b>Study visit:</b> Visit to Cattle Feed Plant, Semen Bank, Feed Analysis laboratory and Visit to Dairy plant constitute part of the AI basic programme.</p>
14	Suggested Review Period	Six Months from Training
7	Faculty profile	Officers with good communication skills, having experience, subject knowledge, fluent in local language.
8	Name of the faculty if available	Veterinarians at Regional Demonstration and Training Centres
9	Link officer at HRD-Coops, NDDB, Anand	Dy. Head Training & Development
10	Link Officer at concerned Group at NDDB Anand	DGM, Animal Breeding group

### 5.3.3 Training Programme on Management of Fertility in Bovines for Veterinarians

Template code: AID 3

No.	Particulars	Details
1	Programme Title	<b>Training Programme on Management of Fertility in Bovines for Veterinarians</b>
2	Programme objectives	Participants will able to: To expose trainees to animals with varying physiological conditions and pathological problems Be able to treat infertility problems more efficiently and accurately.
3	Focus Area	To increase the productivity through addressing Fertility Problems in breed able bovines
4	Batch Size	15
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Project Site
8	Duration	10 days
9	Target Participants	Veterinarians working in the field
11	Brief description of course content	Physiology of the female reproductive tract- development and functions - cyclic changes Modern trends in cattle breeding Artificial insemination - detection of heat- handling of semen - A.I. frozen semen- sexual health control programmes Classification of fertility problems morphological, functional and management problems with reference to actual situations in India Infertility and sterility Infertility related to semen and its usage Remedial measures to fertility problems An introduction to embryo transfer techniques Reproductive management Infertility camps Discussion/Seminar — 1 day Study tour — 3 days
14	Suggested Review Period	
8	Faculty profile	Veterinarians with at least 10 years field experience in treating fertility problems in Dairy animals
7	Name of faculty	
9	Link officer at HRD-Coops, NDDB, Anand	Dy. Head Training & Development

No.	Particulars	Details
10	Link Officer at concerned Group at NDDB Anand	DGM, Animal Breeding group

#### 5.3.4 Training Programme on Management of large scale AI Operations for Regional Managers and Area Executives

Template code: AID 4

No.	Particulars	Details
1	Programme Title	<b>Training Programme on Management of large scale AI Operations for Regional Managers and Area Executives</b>
2	Programme objectives	Participants will acquire knowledge and skills in planning and execution of large scale AI network
3	Focus Area	Enhance milk production and productivity of cows and buffaloes through quality AI delivery and Health services.
4	Batch Size	15
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Project Site
8	Duration	15 Days
9	Target Participants	Regional manager and area executive
10	Brief description of course content	Genetic improvement for milk production/ breed improvement/various breeding methods/ breeding policy/breeding program (Theory). Three tier AI organization - Bull mother farms/ bull production/selection of bulls/semen production/storage/dispatch/quality control of semen/reproductive management of male & female cattle/Organization of Regional Semen Banks & Functions- LN management - semen distribution - bull rotation program - care & maintenance of LN containers/ Quality assurance of AI consumables - data collection storage & monitoring on AI operations/Liaison with Customers Agencies involved/location of AI centres/ Net working of Centres/Training of AI technicians in AI, handling AI equipments, handling of frozen semen, extension work etc./ farmers training .How to evaluate an AI program/INAPH, storage, processing and retrieval methods. How to manage people for optimum performance? Conditions favourable for AI/Socio-Economic conditions and benefits Discussion/Seminar — 1 day/Study tour — 4 days
11	Suggested Review	

No.	Particulars	Details
	Period	
12	Faculty profile	Veterinary and Subject matter specialist having 7-10 year experience in large AI delivery operations.
13	Name of faculty	To be decided at the time of commencement of programme
14	Link officer at HRD-Coops, NDDB, Anand	Dy. Head Training & Development
15	Link Officer at concerned Group at NDDB Anand	DGM, Animal Breeding group

## Chapter 6. Ration Balance Programme

### 6.1 Manpower

Manpower need for the sub-project

Designation	Nos. Required
Project Coordinator	1
Technical Officer	2 ( 1 per module)
Field Officer	2
Trainer	2
IT Officer	1
E & S Officer	1
GRO	1
<b>Total Officers</b>	<b>10</b>
LRP	400 (200 per module)

### 6.2 Job Description

Designation: Project Coordinator		Unit: EIA	
Key Responsibilities	Performance Indicator	Technical Competency	
Execute legal agreements between the EIA & PMU	Successful implementation of sub project as per targets	Basic knowledge of animal husbandry practices followed in the area of operation.  Basic knowledge of computer operation.	
Alliance with PMU in getting RBP software & hardware, fund flow and information sharing			
Placement of requisite manpower & arrange their training			
Arrangement of ICT & non ICT goods & logistic support			
Organize meetings of Management Committee and review of project implementation			
Behavioural Competencies			
Broad Competency	Ability to		
Leadership	Clarify goals, take initiatives, inspire the team, allocate resources		
Team work	Develop a common cause, build cohesiveness, resolve interpersonal disputes		
Minimum Qualification: Graduate in veterinary sciences/agriculture/animal husbandry.		Prior work exp: Managerial experience of 5-7 years.	

Designation: Technical Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Selection of RBP villages	Successful implementation of RBP in 200 villages	Basic knowledge of nutrient composition of feeds & fodder and feeding practices followed in the area of operation.
Ensure regular supply of ASMM & other feed supplements in RBP villages		Basic knowledge of computer operation.
Implementation & monitoring of RBP activities		
Behavioural Competencies		
Broad Competency	Ability to	
Communication	Speak confidently to a group, reporting team & seniors	
Problem-solving	Ability to go to the root-cause of the problem for an effective solution	
<b>Minimum Qualification:</b> Graduate in Veterinary Science/Animal Science/Dairy Husbandry/Agriculture. Preferably Preferably post graduate in animal nutrition/livestock production & management with computer literacy.		<b>Prior work exp:</b> Relevant field experience.

<b>Designation: Field officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Assistance to TO in monitoring RBP implementation	Village visit & farmers visit report	Able to Understand field operations
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Communication	Effective extension skills	
<b>Minimum Qualification:</b> Graduate		<b>Prior work exp:</b> Relevant field experience

Designation: Trainers		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Prepare training materials of RBP in local language	Imparting training to LRPs in local language	Basic knowledge of nutrient composition of locally available feeds & fodder.
Train Local Resource Persons on Ration Balancing Programme	Train at least 200 LRPs in a module of RBP implementation	Knowledge of feeding practices followed in the area of operation.
		Know local language
Behavioural Competencies		
Broad Competency	Ability to	
Communication	Teach technical topics in a way understandable to the participants.	
Minimum Qualification: Graduate in veterinary Science/ Animal Science		Prior work exp: Relevant experience in training

Designation: IT Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Application deployment in netbooks	Deployment of application in 200 netbooks	Microsoft Windows Seven administration, Microsoft SQL Server database administration.
Trouble shooting of field issues, maintenance of hardware devices/ software installation	Troubleshooting of field issues within 72 hours of reporting.	Knowledge of Microsoft.Net framework.
Ensuring synchronization with central server & other IT servers	Wherever applicable.	Computer network and internet connectivity management.
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Trouble shooting and helpdesk support management, root -cause analysis.	
<b>Minimum Qualification:</b> Graduate in Information Technology/PGDCA/BCA etc		<b>Prior work exp:</b> Relevant field experience.



<b>Designation: Local Resource Person (LRP)</b>		<b>Unit: DCS</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Advising farmers on least cost balanced ration	Formulate least cost balanced ration for at least 4 animals per day	Formulate Least Cost Balanced ration with feed & fodder available with the farmer
		Familiar with the village and general animal husbandry practices preferably in milch animal rearing.
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Communication	Good communication skill in local language.	
	Spend required time to provide balanced ration advices to the farmers	
<b>Minimum Qualification:</b> Class VIII pass		<b>Prior work exp: 0</b>

Designation: Grievance Redressal Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competencies
Maintain a computerized database of Grievances	Every application received tagged with a unique reference number, issued receipt in standard acknowledgement slip within 7 working days	ICT based support management, coordination with different levels for resolution.
Fix time limit for disposal of grievances and monitor the progress of disposal of the grievances	Inform complainant the action taken within the response time suggested at each level	Ability to collect & document critical information about the complaint
Holding periodical meetings to implement the Grievance Redressal Mechanism in an efficient manner	Number of meetings held	
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Confidently & effectively communicate & respond to complainants	
Minimum Qualification:	Prior work exp:	
Graduate	One of the existing Senior Officers or above in the EIA	

Designation: Environment & Social (E&S) Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competencies
To identify Environment and Social (E&S) issues associated with subprojects.	Incorporation of relevant environment and social issues in the sub project proposal.	Working knowledge of MS Office.
To provide relevant inputs from the community on E&S issues, in the subproject proposal.		
To undertake the information, education and communication (IEC) campaigns to educate the local villagers/stakeholder on E&S issues associated with subproject.	No of IEC campaign, Attitude, behavior and practice change of local stakeholders on E&S issues.	
Provide support in baseline assessment of E&S issues through appropriate stakeholder consultations.	Understanding of community about the project impacts.	
To ensure effective implementation of Environment and Social Management Plans (ESMPs) prepared by EIA.	Proper documentation of project reports, case studies and technical briefings on E&S issues.	
To track progress of impact on social groups like women, SC/ST communities and provide regular updates to PMU.	Number and quality of reports submitted.	
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Effective communication skills. Must possess the ability to work with a team.	
Minimum Qualification:	Prior work exp:	
Bachelor or Masters degree in Social Sciences or Environmental Sciences.	Post qualification experience of 1-2 yrs on environmental and social issues related to agriculture and allied sectors. Experience of working at community level is desirable. Experience in dairy sector (Dairy farms) is preferred but not essential.	

### 6.3 Training Programmes

List of training programmes to support the sub-project

No.	Programme Title
1	LRP basic training-Coops
2	TO, FO & trainer basic training-Coops
3	IT Officers training-Coops

#### 6.3.1 Ration Balancing Programme (RBP) for Technical Officers, Field Officers & Trainers

Template code: RBP 1

No.	Particulars	Details
1	Programme Title	<b>Ration Balancing Programme (RBP) for Technical Officers, Field Officers &amp; Trainers</b>
2	Programme objectives	<p>Participants will be able to:</p> <p>Acquire knowledge of RBP implementation, scientific animal feeding &amp; management.</p> <p>Train local resource person for implementation of RBP at farmers doorstep at their respective EIAs.</p>
3	Focus Area	To train trainers on RBP implementation and key aspects related to LRPs training.
4	Batch Size	15
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Anand
8	Duration	5 days
9	Target Participants	Technical Officers & Trainers of End Implementing Agencies (EIA)
10	Brief description of course content	<p>Basic aspects of Animal Nutrition; Chemical composition of feeds and fodder; Nutrients requirement for different categories of animals; Significance of area specific mineral mixture, bypass protein and bypass fat supplements; Crop residues management; Importance of green fodder, its production and conservation; Possibilities of methane emission reduction through balanced feeding; Introduction on RBP; Brief on RBP software; Classroom and field demonstration of RBP software; Roles &amp; responsibilities of LRPs, Trainers &amp; technical officers; Practice on RBP software; Training delivery skills</p>

No.	Particulars	Details
11	Suggested Review Period	Quarterly
12	Faculty profile	Officers with relevant experience
13	Name of Faculty, if available	
14	Link officer at HRD-Coops, NDDB, Anand	Dy Head - Trg & Dev, NDDB, Anand.
15	Link Officer at concerned Group at NDDB Anand	AN Group, Anand

### 6.3.2 Refresher Training of Technical Officers /Animal Nutritionists on Ration Balancing Programme (RBP)

Template code: RBP 2

No.	Particulars	Details
1	Programme Title	<b>Refresher Training of Technical Officers /Animal Nutritionists on Ration Balancing Programme (RBP)</b>
2	Programme Objectives	To discuss the problems faced during RBP implementation in field and recap the latest technology in the field of Animal Nutrition.
3	Focus Area	To optimize nutrients supply through balanced ration, using locally available feed resources and to improve coverage of animals under RBP.
4	Duration	2 working days (need based).
5	Target Participants	Technical Officers/ Animal Nutritionists.
6	Name of the Faculty	Officers of Animal Nutrition group at NDDB, Anand.
7	Faculty Profile	Post graduate in Animal Nutrition with experience in the relevant field(s).
8	Link Officers at NDDB, Anand	Dr M R Garg & concerned officers of RBP team.
9	Brief description of course content	<p><b>Day-1:</b> Discussions on the problems faced by Technical Officers/Animal Nutritionists during RBP implementation in field.</p> <p><b>Day-2:</b> Practice on RBP software, specific to requirements.</p>

### 6.3.3 Training of Local Resource Persons on Ration Balancing Programme (RBP).

Template code: RBP 3

No.	Particulars	Details
1	Programme Title	<b>Training of Local Resource Persons on Ration Balancing Programme (RBP).</b>
2	Programme objectives	Participants will be able to: Acquire basic knowledge of animal feeding & management for improving productivity of dairy animals. Formulate balanced ration at farmers doorstep and educate them on benefits of feeding balanced ration and other animal husbandry practices.
3	Focus Area	To train LRPs on Ration Balancing software, optimization of animal feeding and improved animal husbandry practices
4	Batch Size	15
5	Nature of Training	Resi/ In-Situ
6	Training Provider	EIA
7	Location	Project Site
8	Duration	10 days (5 days classroom sessions and 5 days in field)
9	Target Participants	LRPs
10	Brief description of course content	<b>Class room session:</b> Basic aspects of feeding and management of animals; Significance of area specific mineral mixture, bypass protein and fat supplements for enhancing productivity; Importance of feeding green fodder to animals. Brief introduction on RBP; Demonstration of RB software; Roles & responsibilities of Local Resource Persons; Practice on RB software. <b>Field demonstrations:</b> Demonstration of ear tagging, measurement of body weight, milk yield, milk fat, feeds and fodder etc.; Demonstration of ration balancing at farmers' doorstep; Discussions on the difficulties faced during RBP implementation in field and their solution.
11	Suggested Review Period of training effectiveness	Monthly
12	Faculty profile	Graduate in Veterinary / Animal Science with relevant experience
13	Name of faculty, if available	Trained trainers and technical officers of End Implementing Agencies (EIA)
14	Link officer at HRD-	Dy Head - Trg & Dev, NDDDB, Anand.

No.	Particulars	Details
	Coops NDDB, Anand	
15	Link Officer at concerned Group at NDDB Anand	AN Group, Anand

#### 6.3.4 Refresher training of Supervisors/Local Resource Persons /Sahayaks on implementation of Ration Balancing Programme (RBP)

Template code: RBP 4

Sl No	Particular	Details
1	Programme Title	<b>Refresher training of Supervisors/Local Resource Persons /Sahayaks on implementation of Ration Balancing Programme (RBP)</b>
2	Programme objectives	To re-orient the participants on implementation of RBP and discuss the problems faced in RBP implementation & likely the solution.
3	Focus area	To optimize nutrients supply through balanced ration, using locally available feed resources.
4	Duration	2 days (need based).
5	Target participants	Supervisors/Local Resource Persons /Sahayaks.
6	Name of the faculty	Identified Trainers/TOs/Animal Nutritionists of End Implementing Agencies.
7	Faculty profile	Graduate in Veterinary /Animal Science with 3 years experience in the field of teaching/training or post graduate in Animal Nutrition/Livestock Production and Management with one year of experience in the relevant field.
8	Link officers at NDDB, Anand	Concern officers of RBP team.
9	Link officer at concerned NDDB office	Concerned RBP implementing officer at state/regional offices of NDDB.
10	Brief description of course content	<b>Day-1:</b> Discussions on the problems faced by Supervisors/LRPs/Sahayaks during RBP implementation. <b>Day-2:</b> Practice on RBP software, specific to requirements.

#### 6.3.5 Training of Information Technology (IT) officers for INAPH Application deployment and rollout.

Template Code: RBP 5

No.	Particulars	Details
1	Programme Title	<b>Training of Information Technology (IT) officers for INAPH Application deployment and rollout.</b>
2	Programme objectives	Participants will able to:
		Acquire knowledge of hardware / platform requirements for INAPH

No.	Particulars	Details
		application.
		Handle application deployment, server administration and maintenance activities related to INAPH application.
3	Focus Area	Architecture of INAPH application, deployment, server administration and maintenance; first level support to field users.
4	Batch Size	5
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Anand
8	Duration	2 days
9	Target Participants	Information Technology Officer
10	Brief description of course content	<p>Day 1: Overview of INAPH; Hardware /software platforms for INAPH; visit to data centre; Deployment of INAPH on desktop/net book /PDAs; understanding of RBP Module</p> <p>Day 2: Overview of INAPH admin application; INAPH common field issues /Troubleshooting (General/RBP); INAPH MIS Reports; Helpdesk to Facilitate INAPH users.</p>
11	Suggested Review Period of training effectiveness	Quarterly
12	Faculty profile	Officers with experience in relevant fields.
13	Name of the faculty if available	Officers from AN, AB & ICT group of NDDB
14	Link officer at HRD-Coops, NDDB, Anand	Dy Head - Trg & Dev, NDDB, Anand.
15	Link Officer at concerned Group at NDDB Anand	AN Group, Anand

## Chapter 7. Fodder Development Programme

### 7.1 Manpower

Manpower need for the sub-project

Designation	Nos. Required
<b><u>Fodder Production, Processing and Marketing unit</u></b>	
Unit In-charge	1
Technical Supervisor	2
Technical Supervisor	
Accounts cum store assistant	1
Plant operator	1
<b><u>Demonstration Activities</u></b>	
Fodder Development Officers	1
E & S Officer	1
GRO	1

### 7.2 Job Description

Designation: Unit In-Charge		Unit: Fodder seed Plant
Key Responsibilities	Performance Indicator	Technical Competency
Appointment/ placement of project team	<ul style="list-style-type: none"><li>Adherence to the schedule as per rollout plan</li><li>Achievement of seed production and marketing targets as per sub project plan</li></ul>	<ul style="list-style-type: none"><li>Sound knowledge of seed production technologies, processing, packaging, certification and testing of fodder seeds</li><li>Knowledge of minimum standards of seed and agronomy of crops</li><li>Knowledge of Financial and Human Resource Management</li><li>Basic knowledge of computer operation</li></ul>
Procurement of seed processing machinery/ equipment as per approved proposal		
Construction of seed storage godown and office		
Ensure production and marketing of seed as per proposal		
Behavioural Competencies		
Broad Competency	Ability to	
Communication	Speak confidently to a group, reporting team & seniors	



<b>Designation: Unit In-Charge</b>		<b>Unit: Fodder seed Plant</b>
Problem-solving	Ability to go to the root-cause of the problem for an effective solution	
<b>Minimum Qualification:</b> Graduate in Agriculture	<b>Prior work exp:</b> Minimum of five years of relevant experience of implementing fodder development activities in field.	

Designation: Technical Supervisor(seed production)		Unit: Fodder seed Plant
Key Responsibilities	Performance Indicator	Technical Competency
Placing of breeder seeds indent	Adherence to the schedule as per rollout plan	•Knowledge of forage agronomy and seed production •Identification of weeds, other plants and various plant parts etc. •Knowledge of minimum seed standards
Procurement of breeder seed/ foundation seed for further multiplication		
Supply of breeder/foundation seed to the seed growers for further multiplication		
Coordinate with seed growers for the production of foundation / certified/ truthfully labelled seed		
Coordination with State Seed Certification Agency for approving the quality of seeds		
Procurement of raw seeds from the seed growers		
Behavioural Competencies		
Broad Competency	Ability to	
Communication	Speak confidently to a group, reporting team & seniors	
Problem-solving	Ability to go to the root-cause of the problem for an effective solution	
Minimum Qualification: Graduate in Agriculture	Prior work exp: Desirable: one year experience in raising fodder crops	
Designation: Technical Supervisor (seed processing and marketing)		Unit: Fodder seed Plant
Key Responsibilities	Performance Indicator	Technical Competency
Organize cleaning/ grading of raw seeds produced by seed growers	Adherence to the schedule as per rollout plan	• Knowledge of cleaning, processing, grading, certifying, testing and packing of seeds
Coordinate with State seed Certification Agency for the quality control		

Designation: Technical Supervisor (seed processing and marketing)		Unit: Fodder seed Plant
Packaging of seeds		• Knowledge of minimum seed standards
Dispatches of seeds for selling to farmers		
Behavioural Competencies		
Broad Competency	Ability to	
Communication	Speak confidently to a group, reporting team & seniors	
Problem-solving	Ability to go to the root-cause of the problem for an effective solution	
Minimum Qualification: Graduate in Agriculture	Prior work exp: Desirable: one year experience in seed industry	

Designation: Accounts cum store assistant		Unit: Fodder seed Plant
Key Responsibilities	Performance Indicator	Technical Competency
Keeping records of seeds procured and dispatches	<ul style="list-style-type: none"><li>• Timely updation of accounts</li><li>• Preparation of financial statements</li></ul>	<ul style="list-style-type: none"><li>• Basic knowledge of Tally</li><li>• Basic knowledge of computer operation</li></ul>
Making payment to seed growers, employees and suppliers		
Arrangement of funds		
Coordination with banks		
Behavioural Competencies		
Broad Competency	Ability to	
Communication	Speak confidently to a group, reporting team & seniors	
Problem-solving	Ability to go to the root-cause of the problem for an effective solution	
Minimum Qualification: Graduate in commerce /accounts	Prior work exp: Desirable: one year experience in accounts	

<b>Designation: Plant operator</b>		<b>Unit: Fodder seed Plant</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Operation and maintenance of seed processing plant and other miscellaneous equipments	Preventive maintenance as per schedule and smooth running of plant during flush season	Knowledge of repair and maintenance of local diesel engine.

<b>Designation: Plant operator</b>		<b>Unit: Fodder seed Plant</b>
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Communication		
Problem-solving	Ability to go to the root-cause of the problem for an effective solution	
<b>Minimum Qualification:</b> VIII standard pass	<b>Prior work exp:</b> A skilled worker with minimum of three years of experience in running rotary machines.	

Designation: Grievance Redressal Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competencies
Maintain a computerized database of Grievances	Every application received tagged with a unique reference number, issued receipt in standard acknowledgement slip within 7 working days	ICT based support management, coordination with different levels for resolution.
Fix time limit for disposal of grievances and monitor the progress of disposal of the grievances	Inform complainant the action taken within the response time suggested at each level	Ability to collect & document critical information about the complaint
Holding periodical meetings to implement the Grievance Redressal Mechanism in an efficient manner	Number of meetings held	
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Confidently & effectively communicate & respond to complainants	
Minimum Qualification:	Prior work exp:	
Graduate	One of the existing Senior Officers or above in the EIA	

<b>Designation: Fodder Development Officer</b>		<b>Unit: Demonstration activities</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competency</b>
Identify participating farmers/ end users for various demonstration programmes – silage making, mower usage, construction of biomass storage silos and re-vegetation of common grazing lands.	Adherence to the schedule as per rollout plan	Sound knowledge of forage agronomy

<b>Designation: Fodder Development Officer</b>		<b>Unit: Demonstration activities</b>
Spread awareness about the demonstration activities well in advance so as enhance participation of the farmers		Knowledge of seed production and pest management
Inform the farmers about the schedule of the activities through posters at DCS or other appropriate location		Sound knowledge of new technologies such as silage making, mowers etc.
Send quarterly reports to all concerned		
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Communication	Speak confidently to a group, reporting team & seniors	
Problem-solving	Ability to go to the root-cause of the problem for an effective solution	
<b>Minimum Qualification:</b> Graduate in Agriculture	<b>Prior work exp:</b> Desirable one year experience in fodder production and conservation	

<b>Designation: Environment &amp; Social (E&amp;S) Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
To identify Environment and Social (E&S) issues associated with subprojects.	Incorporation of relevant environment and social issues in the sub project proposal.  No of IEC campaign, Attitude, behavior and practice change of local stakeholders on E&S issues.  Understanding of community about the project impacts.  Proper documentation of project reports, case studies and technical briefings on E&S issues.	Working knowledge of MS Office.
To provide relevant inputs from the community on E&S issues, in the subproject proposal.		
To undertake the information, education and communication (IEC) campaigns to educate the local villagers/stakeholder on E&S issues associated with subproject.		
Provide support in baseline assessment of E&S issues through appropriate stakeholder consultations.		
To ensure effective implementation of Environment and Social Management Plans (ESMPs) prepared by EIA.		

<b>Designation: Environment &amp; Social (E&amp;S) Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
To track progress of impact on social groups like women, SC/ST communities and provide regular updates to PMU.	Number and quality of reports submitted.	
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Written & verbal Communication	Effective communication skills. Must possess the ability to work with a team.	
<b>Minimum Qualification:</b>	<b>Prior work exp:</b>	
Bachelor or Masters degree in Social Sciences or Environmental Sciences.	Post qualification experience of 1-2 yrs on environmental and social issues related to agriculture and allied sectors. Experience of working at community level is desirable. Experience in dairy sector (Dairy farms) is preferred but not essential.	

### 7.3 Training Programmes

#### List of training programmes to support the sub-project

No.	Program name
1	Advanced training on seed production technology
2	Training on fodder production and conservation

#### 7.3.1 Advanced training on Fodder seed production technologies

Training template code: FD1

No	Particulars	Details
1.	Programme Title	<b>Advanced training on Fodder seed production technologies</b>
2.	Programme objectives	To realize the participants about the role of certified/truthfully labeled seeds of improved high yielding varieties of fodder crops in enhancing productivity of green fodder. To enhance production of quality seeds of improved varieties of fodder crops.
3.	Focus Area	To ensure availability of certified/truthfully labeled seeds in required quantity to the dairy farmers.
4.	Batch Size	15
5.	Nature of Training	Residential
6.	Training Provider	Outsource
7.	Location	Jhansi
8.	Duration	5 days

No	Particulars	Details
9.	Target participants	Agricultural / Fodder officers involved in production, processing, certification and marketing of quality fodder seeds.
10.	Brief description of course content	Importance of forages and role of quality seeds in enhancing fodder production Demand vs. availability of fodder seeds, problems & prospects of forage seed production Procedure of seed production, certification, field & laboratory standards of fodder crops Infrastructure, seed processing, packing & labeling Fodder seed marketing
11.	Suggested Review Period of training effectiveness	Quarterly
12.	Faculty profile	
13.	Name of faculty if available	
14.	Link officer at HRD Coops, NDDB Anand	Dy. Head – Trg & Dev Group
15.	Link Officer at concerned Group, NDDB Anand	Dy. General Manager – Animal Nutrition Group

### 7.3.2 Training on Fodder Production & Conservation

Training template code: FD2

No	Particulars	Details
1.	Programme Title	<b>Training on Fodder Production &amp; Conservation</b>
2.	Programme objectives	To realize the participants, need of enhancing production & availability of green fodder for economic milk production by introducing improved varieties of forages, utilizing existing natural resources and sustainable technologies in future. To propagate fodder conservation practices for minimizing fodder wastages and enhancing its utilization efficiency.
3.	Focus Area	To ensure adoption /cultivation of latest high yielding and nutritive varieties of fodder crops among dairy farmers in order to increase green availability in the country.
4.	Batch Size	15
5.	Nature of Training	Residential
6.	Training Provider	NDDB
7.	Location	Anand
8.	Duration	5 days.
9.	Target participants	Agricultural officers, Field Veterinarians and others officers involved in extension of fodder

No	Particulars	Details
		development.
10.	Brief description of course content	Introduction – Importance of feeding green fodder to livestock, Demand vs. availability Year –round green fodder production technology and commercial fodder production Development and management of forage crop & grasses and Silvi-pasture suiting to different agro-climatic zones Conservation of fodder as hay and silage Strategies and fodder interventions required to improve fodder availability Enrichment & densification of crop residues
11.	Suggested Review Period of training effectiveness	Quarterly
12.	Faculty profile	
13.	Name of faculty if available	
14.	Link officer at HRD Coops, NDDB Anand	Dy. Head – Trg & Dev Group
15.	Link Officer at concerned Group, NDDB Anand	Dr AK Garg, Dy. General Manager – Animal Nutrition Group

## Chapter 8. Village based milk procurement system

### 8.1 Manpower

Manpower need of sub project

Designation	Nos. Required
Project Coordinator	
Area officer	
Supervisor	
E & S Officer	
GRO	
DCS Secretary	

The number of persons required in each position is based on the spread of the project area.

### 8.2 Job Description

Designation: Project Coordinator		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Execute legal agreements between the EIA & PMU	Achievement of sub project result indicators	Basic understanding of milk business and recent trends in dairying in the area of operation.
Implementation and monitoring of the sub project targets		
Placement of requisite manpower & arrange their training		
Organise meetings of Management Committee and review of project implementation		
Behavioral Competencies		
Broad Competency	Ability to	
Leadership	Clarify goals, take initiatives, inspire the team, allocate resources	
Team work	Develop a common cause and build cohesiveness	
Minimum Qualification and experience: Graduate in any discipline with minimum 20 years of experience in milk procurement operations including Managerial experience of 10-12 years		



Designation: Area Officer		UNIT: Milk Union
Key Responsibilities	Performance Indicator	Technical Competency
Monitoring milk procurement activities in the operational area of the milk union	Achievement of targets in his area of operation	Knowledge of milk procurement operations such as DCS management, route optimisation, DCS record keeping, milk pricing, material balancing, transport management, input services
Monitoring installation and proper functioning of BMCs and DPMCU in the identified area of operation		
Arrange for training & awareness Programmes for Supervisors, BMC/CC In charge and milk producers		
Behavioral Competencies		
Broad Competency	Ability to	
Communication	Speak confidently to the group	
Problem-solving	Man management. Ability to go to root-cause of the problem for an effective solution	
Minimum Qualification and experience: Graduate in any discipline with 10 years of experience in milk procurement		

Designation: Supervisor		UNIT: Milk Union
Key Responsibilities	Performance Indicator	Technical Competency
Monitoring the functioning of DCSs under his jurisdiction.	Achievement of targets in terms of villages covered, membership, milk quality and quantity and growth in no of DCS in tandem with SPP targets.	Practical knowledge of organising a DCS, DCS accounting, material balancing, milk quality and testing
Responsible for maintaining harmony in relations at DCS, BMC/CC level and Union level		
Behavioral Competencies		
Broad Competency	Ability to	
Communication	Speak in simple language and confidently to the group	
Problem-solving	Ability to go to the root-cause of the problem for an effective solution. Should have mature approach, and capability of conflict resolution	
Team building	Ability to work in cooperation with stakeholder	
Minimum Qualification and experience: 12 <sup>th</sup> pass with 5 years of experience in milk procurement or Matriculate with 10 years of experience in milk procurement.		

Designation: Secretary		UNIT: DCS
Key Responsibilities	Performance Indicator	Technical Competency
Responsible for milk collection, testing at the DCS level and despatch of milk and Milk payments	Good quality of milk collected.	Sound knowledge of milk procurement procedures. Understanding of testing procedures and Price chart. Knowledge of basic accounting, book keeping and statement preparation. Working knowledge of operating computers.
Responsible for preparing all receipts, vouchers, annual reports, Trading and P & L account, Balance Sheet for DCS	Correct and timely payment to the pourers Ensure Timely Audit	
Provide support to Chairman in conducting MCM and AGM.	Timely circulation of agenda notes and minutes	
Behavioral Competencies		
Broad Competency	Ability to	
Communication	Write and speak confidently to the group in local language	
Problem-solving	Should have mature approach and ability to address the grievance of pourers on milk quality, quantity and pricing.	
Minimum Qualification: Preferably 12th pass and have completed secretary training Programme		Prior exp: 0

<b>Designation: Environment &amp; Social (E&amp;S) Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
To identify Environment and Social (E&S) issues associated with subprojects.	Incorporation of relevant environment and social issues in the sub project proposal.	Working knowledge of MS Office.
To provide relevant inputs from the community on E&S issues, in the subproject proposal.		
To undertake the information, education and communication (IEC) campaigns to educate the local villagers/stakeholder on E&S issues associated with subproject.	No of IEC campaign, Attitude, behavior and practice change of local stakeholders on E&S issues.	
Provide support in baseline assessment of E&S issues through appropriate stakeholder consultations.	Understanding of community about the project impacts.  Proper documentation of project reports, case	

Designation: Environment & Social (E&S) Officer		Unit: EIA
To ensure effective implementation of Environment and Social Management Plans (ESMPs) prepared by EIA.	studies and technical briefings on E&S issues.	
To track progress of impact on social groups like women, SC/ST communities and provide regular updates to PMU.	Number and quality of reports submitted.	
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Effective communication skills. Must possess the ability to work with a team.	
Minimum Qualification:	Prior work exp:	
Bachelor or Masters degree in Social Sciences or Environmental Sciences.	Post qualification experience of 1-2 yrs on environmental and social issues related to agriculture and allied sectors. Experience of working at community level is desirable. Experience in dairy sector (Dairy farms) is preferred but not essential.	

<b>Designation: Grievance Redressal Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
Maintain a computerized database of Grievances	Every application received tagged with a unique reference number, issued receipt in standard acknowledgement slip within 7 working days  Inform complainant the action taken within the response time suggested at each level	ICT based support management, coordination with different levels for resolution.  Ability to collect & document critical information about the complaint
Fix time limit for disposal of grievances and monitor the progress of disposal of the grievances		
Holding periodical meetings to implement the Grievance Redressal Mechanism in an efficient manner	Number of meetings held	
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Written & verbal Communication	Confidently & effectively communicate & respond to complainants	
<b>Minimum Qualification:</b>	<b>Prior work exp:</b>	
Graduate	One of the existing Senior Officers or above in the EIA	

### 8.3 Training Programmes

List of training programmes to support the sub-project

No.	Programme Title
1	Training of DCS Secretaries (new societies)
2	Training of existing DCS Secretaries (refresher training)
3	Farmer induction Programme
4	Farmer orientation Programme
5	Awareness Programme on clean milk production for producers
6	Training of new field supervisors on producer relationship mgmt
7	Business appreciation Programme for existing procurement staff
8	Board of Directors' orientation Programme
9	Training of Trainers on milk business and producer relationship mgmt

#### 8.3.1 Board Orientation Programme

Template code: DC 1

No.	Particulars	Details
1	Programme Title	<b>Board Orientation Programme</b>
2	Programme objectives	<p><i>Participants will able to:</i></p> <p>Identify the challenges, including the growing competition, being faced by dairy cooperatives and formulate strategies to counter them</p> <p>Comprehend the roles and responsibilities of directors to participate actively in board meetings for making policies to facilitate growth of their Milk Unions to meet the long term objectives</p> <p>Recognize the importance of values, good governance and professional management in an economic enterprise</p> <p>Identify the strengths and weaknesses of their Milk Union and formulate strategies to run their business profitably</p>
3	Focus Area	Better business by the Milk Union through good governance and a professional approach
4	Batch Size	12
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Anand
8	Duration	3 days

No .	Particulars	Details
9	Target Participants	Elected Directors of Milk Unions including the MD/CEO/GM
10	Brief description of course content	<p>Challenges faced by dairy cooperatives and strategies to overcome them. National Dairy Plan. Presentation on performance of the Milk Union during last 5 years, SWOT Analysis. Importance of value-based institutions, Mission statement. Long-term objectives. Roles and responsibilities of Board of Directors. Board-Management relations. Milk procurement and coverage. IDIS and GIS systems. Trends in Milk Marketing. New initiatives in productivity enhancement, in view of NDP. Breeding and Nutrition Aspects, Ration Balancing Programme. Area specific animal health related issues. Quality assurance. Participation of women in dairy cooperatives.</p> <p>Visit to DCS, Vidya Dairy, IDMC Ltd and CALF</p>
11	Suggested Review Period of training effectiveness	1 year post Programme
12	Faculty profile	Officers with good communication skills, having experience, subject knowledge, preferably fluent in local language, who have preferably been on Union Boards
13	Name of the faculty if available	Officers from HRD, CS, AB, AN, AH, SAS, PFA, PPD Groups
14	Link officer at HRD-Coops, NDDB, Anand	Dy. Head - Trg & Dev, NDDB Anand
15	Link Officer at concerned Group at NDDB Anand	Dy. General Manager, CS

### 8.3.2 Training of new Field Supervisors on producer relationship management

Template code: DC 2

No.	Particulars	Details
1	Programme Title	<b>Training of new Field Supervisors on producer relationship management</b>
2	Participants	New Field Supervisors
3	Programme objectives	<b>Participants will able to:</b> Execute the tasks assigned in effective manner Achieve the desired key targets related to milk procurement and institutional development and facilitate member participation Exhibit a high professional commitment and initiative for development of cooperative milk business
4	Focus Area	Understanding dairying as a growing rural business Improve participation, coverage in terms of 'Depth' and 'Spread' Facilitate awareness about improved animal management practices and latest innovations in dairy sector
5	Duration	5 days
6	Target Participants	P &I staff (newly recruited/ transferred from other department)
7	Name of faculty	Officers from HRD, CS, PE (AB,AN, AH)
8	Faculty profile	Officers with good communication skills, having experience, subject knowledge, Preferably fluent in local language.
9	Link officer at HRD-Coops, NDDB, Anand	DGM, Trg & Dev
10	Link Officer at concerned NDDB office	CS officers in respective NDDB Offices

No.	Particulars	Details
11	Brief description of course content	Evolution of Dairy Cooperatives in India; NDDB and Operation Flood/PP/NDP; Cooperative legislation and byelaws; Milk Producers Organisation; DCS-Milk Union-State Federation; Composition of Milk; Milk Procurement; Factors affecting quality of Milk; Record Keeping at DCS; Achievement Motivation; How to increase milk procurement; producer relationship management and grievance redressal; Recent developments in Animal Breeding with emphasis on INAPH; How to communicate effectively; Film Show; Visits to: Villages to study the functioning of a DCS and to interact with milk producers; IDMC Ltd.; CALF visit; Milk Plant; Quality assurance at DCS and dairy plant; Fodder densification and management; Role of women in dairy cooperatives; Role and Responsibilities of Field Supervisor;
12	Core activities for participant post program	<p>To increase milk procurement and extension activities in their operational area/zone under the Milk Union</p> <p>To increase the no of societies/members (Spread &amp; depth)</p> <p>Propagate material in vernacular for producer relationship, quality assurance and role of women in cooperatives</p>
13	Post Program Indicators (Quantifiable/Observable)	<p>Minimum increase of 10% milk procured by DCS</p> <p>Minimum increase of an ave. of 10 members/DCS in their area</p> <p>Reduction in grievances at grass root level</p>
14	Suggested Review Period	1 year post program (to cover entire cycle)

### 8.3.3 Business Appreciation Programme

Template code: DC 3

No.	Particulars	Details
1	Programme Title	<b>Business Appreciation Programme</b>
2	Programme objectives	<p><b>Participants will able to:</b></p> <p>Work as effective and efficient facilitators</p> <p>Achieve the desired key targets related to milk procurement and institutional development and facilitate member</p>

No.	Particulars	Details
		participation
		Exhibit a high professional commitment and initiate for development of cooperative milk business
		Understanding the concept of milk procurement pricing
		Describe the present scenario and developments in cooperative dairying and appreciate the need for cooperatives to be competitive.
3	Focus Area	Improve participation, coverage in terms of 'Depth' and 'Spread' and procurement
		Improve quality of raw milk at milk reception dock
		Awareness about improved animal management practices as a business enterprise
		Enhance participation of women at the DCS level.
4	Batch Size	20
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Anand
8	Duration	5 days
9	Target Participants	Milk procurement personnel
10	Brief description of course content	Challenges faced by dairy coops & strategies to overcome them, National Dairy Plan. Quality assurance at DCS and Dairy Plant. Problems associated with quality of milk. Strategies for increasing milk procurement - Concept of 'Depth' and 'Spread'. Fodder Production & Conservation ( <i>area specific</i> ), Importance of values in collective action. Communication & Extension in field work. Grievance Redressal and role of field supervisor in addressing the same in relation to milk procurement activities. Concept of NGCs as Complimentary cooperative strategies, how they differ from the existing system, and the Producer Company concept. Importance of breeding for augmenting milk production- recent developments with emphasis on INAPH. Importance of proper animal health management. Importance of Ration Balancing and demonstration. Understanding key operational costs and



No.	Particulars	Details
		its implication on producer milk price. Achievement Motivation. Role of women in dairy cooperatives and ways to promote their participation
		Visits to: Villages to study the functioning of a DCS and to interact with milk producers; Amul dairy and museum; Fodder demonstration farm and IDMC Ltd., Dharmaj- community fodder farm, CALF visit
11	Suggested Review Period of training effectiveness	3-6 months post Programme
12	Faculty profile	Officers with good communication skills, having experience, subject knowledge, Preferably fluent in local language.
13	Name of the faculty if available	Officers from HRD, CS, PE (AB,AN, AH)
14	Link officer at HRD-Coops, NDDDB, Anand	Dy. Head-Training & Development, NDDDB Anand
15	Link Officer at concerned Group at NDDDB Anand	Dy. General Manager,, CS

### 8.3.4 Training of Trainers on Milk business & producer relationship management

Template code: DC 4

No.	Particulars	Details
1	Programme Title	<b>Training of Trainers on Milk business &amp; producer relationship management</b>
2	Participants	Trainers involved in training at Milk Union level (Senior P&I officers of Milk Unions)
3	Programme objectives	<b>Participants will able to:</b> Understand and explain dairying as a growing rural business Acquire and impart knowledge in latest technologies in the field of milk business Exhibit a high professional commitment and motivate trainees for development of cooperative milk business
4	Focus Area	Facilitate improvement of member participation, coverage in terms of 'Depth' and 'Spread'

No.	Particulars	Details
		Facilitate awareness about improved animal management practices and latest innovations in dairy sector
5	Duration	5 days
6	Target Participants	Trainers and or Procurement Personnel/staff involved in training
7	Name of faculty	Officers from HRD, CS, PE (AB,AN, AH)
8	Faculty profile	Officers with good communication skills, having experience, subject knowledge, Preferably fluent in local language.
9	Link officer at NDDB, Anand	Dy. Head Training & Development
10	Link Officer at concerned NDDB office	CS officers in respective NDDB Offices
11	Brief description of course content	<p>Challenges faced by dairy cooperatives and strategies to overcome them. National Dairy Plan. Importance of value-based institutions, Roles and responsibilities of Purer members, DCS secretary, Board of Directors, Chairman. DCS-Union and Board-management relations. Pricing of milk, Trends in Milk Marketing. New initiatives in productivity enhancement, in view of NDP. Ration Balancing Programme. Area specific animal health related issues. Quality assurance at Producer, DCS and dairy plant level. Participation of women in dairy cooperatives. Understanding key operational costs and its implication on producer milk price. Producer relation management and grievance redressal. Capacity building –a key to promote greater and effective participation of members. Achievement Motivation, Importance of MIS in dairy business, How to communicate effectively, Demonstration of milk billing software.</p> <p>Visits: DCS visit, CALF, IDMC</p>
12	Core activities for participant post program	<p>To train the field Supervisors of the Milk Union/s and equip them adequately to increase milk procurement and extension activities in their area of operation</p> <p>Propagate material in vernacular for improvement in milk quality and feed aspects of animals</p>
13	Post Program Indicators	No of personnel trained

No.	Particulars	Details
	(Quantifiable/Observable)	Effective positive feedback received from the participants
		Growth in volumes observed and visible positive changes ( <i>deployment of chaff cutters, clean sheds, use of Saaf Kit</i> ) brought about in the area of operation of the personnel trained
14	Suggested Review Period	1 year post program (to cover entire cycle)

### 8.3.5 DCS Secretaries Training Programme (Basic)

Template code: DC 5

No.	Particulars	Details
1	Programme Title	<b>DCS Secretaries Training Programme (Basic)</b>
2	Programme objectives	<b>Participants will be able to:</b> Understand the role & responsibility of DCS Secretary in perspective of increasing milk procurement & development of societies Understand & describe proper breeding, feeding, nutrition, health care and management of animals to enhance milk production Understand the importance of public and personal hygiene Understand & adopt clean milk collection practices Describe the present scenario and developments in cooperative dairying and appreciate the need for cooperatives to be competitive.
3	Focus Area	Improve participation and procurement of pourer members Improve raw milk quality Awareness about improved animal management practices.
4	Batch Size	25
5	Nature of Training	Residential
6	Training Provider	UTC
7	Location	UTC
8	Duration	21 days
9	Target Participants	New Secretary of the newly organised/revived DCS

No.	Particulars	Details
10	Brief description of course content	<p>National Dairy Plan. Quality assurance at DCS and Dairy Plant. Problems associated with quality of milk. Concept of 'Depth' and 'Spread'. Fodder Production &amp; Conservation (<i>area specific</i>), Importance of values in collective action. Communication in field work. Importance of breeding for augmenting milk production- recent developments with emphasis on VBMPs Importance of proper animal health management. Understanding key operational costs and its implication on producer milk price. Achievement Motivation. Role of women in dairy cooperatives and ways to promote their participation. Maintaining Daily cash books; Audit of Dairy Cooperatives; Types of records maintained at DCS; Indent; audit; Animal Nutrition; Detection of adulterants; Film Shows; Milk Composition; Cooperative legislation and bye laws</p> <p>Visits to: DCS to study the functioning and to interact with milk producers; Fodder demonstration farm; Semen production facility; Cattle Feed Plant</p>
11	Suggested Review Period of training effectiveness	6 months post Programme
12	Faculty profile	Officers with good communication skills, having experience, subject knowledge, Preferably fluent in local language.
13	Name of the faculty if available	Officers of the particular group of UTCs/RTDC
14	Link officer at HRD-Coops, NDDB, Anand	Dy. Head-Training & Development, NDDB Anand.
15	Link Officer at concerned Group at NDDB Anand	Dy. General Manager, CS group.

### 8.3.6 Refresher training for Dairy Cooperative Society (DCS) Secretary

Template code: DC 6

No.	Particulars	Details
1	Programme Title	<b>Refresher training for Dairy Cooperative Society (DCS) Secretary</b>
2	Programme objectives	To enable participants:

No.	Particulars	Details
		carry out day to day function of the society in an efficient and effective manner to ensure functioning of the society as viable business unit
3	Focus Area	Efficient management of a DCS Improve quality of raw milk
4	Batch Size	25
5	Nature of Training	Residential
6	Training Provider	UTC
7	Location	UTC
8	Duration	2 days
9	Target Participants	Secretary of the existing functional village DCS
10	Brief description of course content	Handling and maintenance of dairy equipment (AMCU, DPMCU, BMC etc), Quality maintenance, Accounts (revision), Producer relationship management, Discussion on day to day problems, Discussion on DCS-Milk Union relationship and field visits
11	Suggested Review Period of training effectiveness	6 months post Programme
12	Faculty profile	Managers and supervisors having experience in milk union activities and work experience in milk procurement and cooperative development
13	Name of the faculty if available	Faculty of UTC / RDTC
14	Link officer at HRD-Coops, NDDB, Anand	Dy. Head-Training & Development, NDDB Anand
15	Link Officer at concerned Group at NDDB Anand	Dy. General Manager,, CS.

### 8.3.7 Farmers Induction Programme/ Farmers Orientation Programme

Template code: DC 7

No.	Particulars	Details
1	Programme Title	<b>Farmers Induction Programme</b>
2	Programme Objective	<p>Participants will able to:</p> <p>To acquire knowledge in modern dairy farm management practices.</p> <p>Describe proper breeding, feeding, health care and management of animals to enhance milk production.</p> <p>Adopt clean milk production practices at farm and DCS level.</p> <p>Value member involvement and participation of women members at the DCS level for efficient operations.</p>
3	Focus Area	<p>Improve procurement</p> <p>Awareness about improved animal management practices.</p> <p>Enhance participation of women at the DCS level.</p>
4	Batch Size	33
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Anand
8	Duration	2 days
9	Target Participants	Milk producer Members/MCM/DCS chairpersons of newly organized or revived DCS
10	Brief description of course content	<p>Brief about dairy cooperatives and role of NDDB; Animal health and productivity; Feed and fodder aspects; Clean milk production; Role of women in dairy cooperatives; Values and principles of cooperation; Educational films.</p> <p>Visits to: Villages to study the functioning of a DCS; Demonstration of AI and to interact with milk producer; Amul dairy and museum; fodder demonstration farm and Cattle Feed Plant.</p>
11	Suggested Review Period of training effectiveness	6 months post Programme
12	Faculty profile	Officers with good communication skills, having experience, subject knowledge, preferably fluent in local language.
13	Name of the faculty if available	Officers from HRD, CS, PE (AB,AN, AH), SAS

No.	Particulars	Details
14	Link officer at HRD-Coops, NDDB, Anand	Dy.Head-Training & Development, NDDB Anand.
15	Link Officer at concerned Group at NDDB Anand	DGM, CS group
No.	Particulars	Details
1	Programme Title	<b>Farmers Orientation Programme</b>
2	Programme objectives	<p>Participants will able to:</p> <p>Appreciate the need for fair and transparent milk procurement operations, trained DCS staff and proactive management committee members and broad understanding of producer price paid</p> <p>Value member involvement and participation of women members at the DCS level for efficient operations.</p> <p>Describe proper breeding, feeding, health care and management of animals to enhance milk production.</p> <p>Adopt clean milk production practices at farm and DCS level.</p>
3	Focus Area	<p>Improve participation and procurement</p> <p>Improve raw milk quality</p> <p>Awareness about improved animal management practices.</p> <p>Enhance participation of women at the DCS level.</p>
4	Batch Size	33
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Anand
8	Duration	2 days
9	Target Participants	Members of Dairy Co-operative Society
10	Brief description of course content	Brief about dairy cooperatives and role of NDDB; Animal health and productivity; Feed and fodder aspects; Clean milk production; Role of women in dairy cooperatives; Values and principles of cooperation; Educational films.

No.	Particulars	Details
		Visits to: Villages to study the functioning of a DCS; Demonstration of AI and to interact with milk producer; Amul dairy and museum; fodder demonstration farm and Cattle Feed Plant.
11	Suggested Review Period of training effectiveness	6 months post Programme
12	Faculty profile	Officers with good communication skills, having experience, subject knowledge, preferably fluent in local language.
13	Name of the faculty if available	Officers from HRD, CS, PE (AB,AN, AH), SAS
14	Link officer at HRD-Coops, NDDB, Anand	Dy. Head-Training & Development, NDDB Anand
15	Link Officer at concerned Group at NDDB Anand	Dy. General Manager,, CS

### 8.3.8 Awareness Programme on clean milk production for producers

Template code: DC 8

No.	Particulars	Details
1	Programme Title	<b>Awareness Programme on clean milk production for producers</b>
2	Programme objectives	Observe, understand and practice clean milk production techniques in their milk production and handling activities
		Adopt clean milk production practices at farm and DCS level.
		Pour good quality milk at DCS
3	Focus Area	Improve raw milk quality
		Awareness about improved animal management practices.
4	Batch Size	40
5	Nature of Training	In-Situ
6	Training Provider	NDDB
7	Location	Project Site
8	Duration	1 day
9	Target Participants	Milk Producers of new, revived DCS, DCS with BMC or pouring milk to BMC



No.	Particulars	Details
10	Brief description of course content	Brief about dairy cooperatives and role of NDDB, Milk and its composition, Importance of CMP, microbiological quality, steps involved in clean milk production, hygienic milking procedure etc at the producer level
		Visits to: Villages for demonstration of CMP and to interact with milk producer
11	Suggested Review Period of training effectiveness	3-6 months post Programme
12	Faculty profile	Officers with good communication skills, having experience, subject knowledge, preferably fluent in local language.
13	Name of the faculty if available	Subject experts from the milk union
14	Link officer at HRD-Coops, NDDB, Anand	NA
15	Link Officer at concerned Group at NDDB Anand	NA

## Chapter 9. Procurement Procedures, monitoring, evaluation & learning

### 9.1 Manpower

Manpower need for the sub-project

Designation	Nos. Required
Procurement	1
Monitoring, Learning & Evaluation Officer	1
Grievance Redressal Officer	1
Environment & Social (E&S) Officer	1
<b>Total</b>	4

### 9.2 Job Description

Designation: Procurement Officer		Unit: EIA
Key Responsibilities	Performance Indicator	Technical Competency
Procurement within timelines following World Bank procurement procedures	Finalise the contracts within the initial bid validity period	Awareness & thorough understanding of World Bank procedures
Maintenance of relevant and updated records for post audit review		Understanding of Commercial terms viz. price, taxes, etc.
Publishing Procurement data on the website/notice board of EIA to establish transparency	Publish as and when the contracts are finalized	
Behavioural Competencies		
Broad Competency	Ability to	
Effective Communication Skills	Ability to understand, express and execute	
Prioritising skills	Ability to prioritise and complete the procurement process alongside parallel commitments	
Minimum Qualification	Prior work exp	
Graduate/Post Graduate	He should have 5 years' experience in handling procurement of goods & works activities	

<b>Designation: Monitoring, Learning &amp; Evaluation Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
Monitoring of Implementation of sub project activities	Collating and analyzing data on sub project activities from the relevant ICT system and submission of reports as desired by Project Management Cell and PMU in NDDB  Field visits to the Project area & submission of field monitoring reports and feedback on performance	Conversant with the latest ICT systems and their functioning  Data analyses in different software environment  Data presentation and report writing skills
Co-ordination with Field supervisors, Project Coordinator and PMU in NDDB	Attend field and office meetings for resolution of problems wherever required  Compilation of case studies and success stories and sharing with Project Coordinator and PMU in NDDB	Report writing skills
<b>Behavioural Competencies</b>		
<b>Broad Competency</b>	<b>Ability to</b>	
Written & verbal Communication	Confidently & effectively communicate & respond to communication from end users of Monitoring reports	
<b>Minimum Qualification:</b>	<b>Prior work exp:</b>	
Graduate in Economics or Statistics with Computer Applications etc	Data analyses and report writing experience.	

<b>Designation: Environment &amp; Social (E&amp;S) Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
To identify Environment and Social (E&S) issues associated with subprojects.	Incorporation of relevant environment and social issues in the sub project proposal.	Working knowledge of MS Office.
To provide relevant inputs from the community on E&S issues, in the subproject proposal.		

Designation: Environment & Social (E&S) Officer		Unit: EIA
To undertake the information, education and communication (IEC) campaigns to educate the local villagers/stakeholder on E&S issues associated with subproject.	No of IEC campaign, Attitude, behavior and practice change of local stakeholders on E&S issues.	
Provide support in baseline assessment of E&S issues through appropriate stakeholder consultations.	Understanding of community about the project impacts.  Proper documentation of project reports, case studies and technical briefings on E&S issues.	
To ensure effective implementation of Environment and Social Management Plans (ESMPs) prepared by EIA.	Number and quality of reports submitted.	
To track progress of impact on social groups like women, SC/ST communities and provide regular updates to PMU.		
Behavioural Competencies		
Broad Competency	Ability to	
Written & verbal Communication	Effective communication skills. Must possess the ability to work with a team.	
Minimum Qualification:	Prior work exp:	
Bachelor or Masters degree in Social Sciences or Environmental Sciences.	Post qualification experience of 1-2 yrs on environmental and social issues related to agriculture and allied sectors. Experience of working at community level is desirable. Experience in dairy sector (Dairy farms) is preferred but not essential.	

<b>Designation: Grievance Redressal Officer</b>		<b>Unit: EIA</b>
<b>Key Responsibilities</b>	<b>Performance Indicator</b>	<b>Technical Competencies</b>
Maintain a computerized database of Grievances	Every application received tagged with a unique reference number, issued receipt in standard acknowledgement slip within 7 working days	ICT based support management, coordination with different levels for resolution.  Ability to collect & document critical information about the complaint
Fix time limit for disposal of grievances and monitor the progress of disposal of the grievances		
Holding periodical meetings to implement the Grievance Redressal Mechanism in an efficient manner	Inform complainant the action taken within the response time suggested at each level  Number of meetings held	
<b>Behavioural Competencies</b>		

<b>Designation: Grievance Redressal Officer</b>		<b>Unit: EIA</b>
<b>Broad Competency</b>	<b>Ability to</b>	
Written & verbal Communication	Confidently & effectively communicate & respond to complainants	
<b>Minimum Qualification:</b>	<b>Prior work exp:</b>	
Graduate	One of the existing Senior Officers or above in the EIA	

### 9.3 Training Programmes

#### 9.3.1 Procurement procedures for the World Bank aided projects

Template code: PROC 1

No.	Particulars	Details
1	Programme Title	<b>Procurement procedures for the world bank aided projects</b>
2	Programme objectives	1. To ensure compliance of world bank procedures to avoid mis-procurement
		2. Procurement process to be transparent
		3. To understand the need for economy & efficiency through efficient procurement norms
3	Focus Area	Procurement methods for Goods, Works and Consultancy services
4	Batch Size	20
5	Nature of Training	Residential
6	Training Provider	NDDB
7	Location	Anand
8	Duration	1 day
9	Target Participants	Existing Head of Purchase Group and a senior colleague (from Purchase) in EIA
10	Brief description of course content	Procurement Guidelines of World Bank and Procurement methods for goods, works and Consultancy services
11	Suggested Review Period	3 months
12	Faculty profile	Professionals experienced on World Bank procurement guidelines
13	Name of faculty	Resource persons nominated by World Bank
14	Link officer in HRD Coops, Anand	Dy. Head-Training & Development
15	Link Officer at concerned Group at NDDB Anand	DGM Procurement

## Chapter10. Producer Company

### 10.1 Training Programmes

#### 10.1.1 Producer-member Awareness Programme

Template code: PC 1

Sl No	Particulars	Details
1.	Programme Title	<b>Producer-member Awareness Programme</b>
2.	Programme objectives	By the end of the training programme, participants will be able to <ul style="list-style-type: none"> <li>• Recognise the importance of key features of the MPC;</li> <li>• Outline the member-benefits of the MPC;</li> <li>• Enlist the roles and obligations of members of the MPC and commit to own up the same;</li> <li>• Commit to actively participate in the operations of the MPC.</li> </ul>
3.	Focus Area	Encourage active participation of members in the operations of MPC
4.	Duration	1 day
5.	Target participants	Members of the MPC
6.	Name of faculty	NGO
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes. Must have attended trainers' training programme.
8.	Link officer at NDDDB Anand	CS group
9.	Link officer at concerned NDDDB office	CS officer of respective cell office
10.	Brief description of course content	Salient features of the MPC; <ul style="list-style-type: none"> <li>• Explain the operational features of the MPC in contrast to the competitors emphasising 'Fairness and Transparency', direct producer payment, computerised record-keeping, etc.;</li> <li>• Need for building members' stake in the MPC as owners;</li> <li>• Operations of MPC at the levels of MPP, BMC/CC;</li> <li>• Roles and responsibilities of members towards the MPC;</li> <li>• Benefits of active participation.</li> </ul>

### 10.1.2 Awareness program on Quality and Clean Milk Production

Template code: PC 2

Sl No	Particulars	Details
1.	Programme Title	<b>Awareness program on Quality and Clean Milk Production</b>
2.	Programme objectives	By the end of the training programme, participants will be able to <ul style="list-style-type: none"><li>• Explain the importance/need for Quality in milk; production and also list the steps involved in Clean Milk Production;</li><li>• Commit to practice clean milk production techniques in their milk production and handling activities and pour good quality milk to producer institutions.</li></ul>
3.	Focus Area	Quality issues from milking to MPPs
4.	Duration	1 day
5.	Target participants	Milk producer members
6.	Name of faculty	NGO
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes. Must have attended trainers' training programme. Veterinary/Agri. Graduates/Dairy Technologists may be preferred.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"><li>• Importance of CMP;</li><li>• Milk and its composition;</li><li>• Steps involved in clean milk production;</li><li>• Hygienic milking procedure etc. at the producers' level.</li></ul>

### 10.1.3 Women's Awareness Programme

Template code: PC 3

Sl No	Particulars	Details
1.	Programme Title	<b>Women's Awareness Programme</b>
2.	Programme objectives	By the end of the training programme, participants will be able to <ul style="list-style-type: none"><li>• Enlist the role of women in the Animal Husbandry and Dairying;</li><li>• Explain the need for their involvement in the operations of the Milk Producer Company (MPC) and commit to participate;</li><li>• Recognise the importance of collective action.</li></ul>
3.	Focus Area	Encourage participation of women in the operations and management of MPC by seeking their active involvement in various ways

Sl No	Particulars	Details
4.	Duration	1 day
5.	Target participants	Women of Milk producing Households who are either members or potential members of the MPC
6.	Name of faculty	NGO
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes. Must have attended trainers' training programme
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"> <li>• Role of women in Dairying;</li> <li>• Importance of women's active participation in the management and governance of the MPC;</li> <li>• Module on collective action.</li> </ul>

#### 10.1.4 Awareness Programme for Rural Youth

Template code: PC 4

Sl No	Particulars	Details
1.	Programme Title	<b>Awareness Programme for Rural Youth</b>
2.	Programme objectives	By the end of the training programme, participants will be able to <ul style="list-style-type: none"> <li>• Recognise the importance of dairying as a source of regular income;</li> <li>• Explain the importance of proper animal management, feeding and breeding to increase milk production;</li> <li>• Outline the need for member involvement and participation and commit to initiate actions promoting active participation.</li> </ul>
3.	Focus Area	Encourage youth to understand the importance of dairying as an important source of livelihood and sensitise them to accept this as a profession
4.	Duration	1 day
5.	Target participants	Youth of the village having potential to take up dairying
6.	Name of faculty	NGO
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes. Must have attended trainers' training programme.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"> <li>• Importance of dairying in the economy of the village;</li> <li>• Contribution of dairying to regular income</li> </ul>



Sl No	Particulars	Details
		<p>of milk producers (select examples from the villages);</p> <ul style="list-style-type: none"> <li>• Successful producer organisations in the dairy sector;</li> <li>• Milch animal breeds suitable to the area and good practices for increasing milk productivity;</li> <li>• Government schemes for youth pertaining to promotion of dairying eg. Milch animal loan scheme;</li> <li>• Experiential exercises emphasising collective action and leadership.</li> </ul>

#### 10.1.5 Building awareness about milk, milk production & activities of MPC

Template code: PC 5

Sl No	Particulars	Details
1.	Programme Title	<b>Building awareness about milk, milk production &amp; activities of MPC</b>
2.	Programme objectives	<p>By the end of the session, participants will be able to</p> <ul style="list-style-type: none"> <li>• Explain the importance of milk in diet;</li> <li>• Commit to maintain cleanliness and proper hygiene in day-to-day life;</li> <li>• Explain the importance of cooperation in life;</li> <li>• List the activities of MPC.</li> </ul>
3.	Focus Area	Encourage children to realize importance of the dairy sector in rural lives
4.	Duration	1 day
5.	Target participants	School Children of the village
6.	Name of faculty	NGO
7.	Faculty profile	Trained personnel of the MPC
8.	Link officer at NDDDB Anand	CS group
9.	Link officer at concerned NDDDB office	CS officer of respective cell office

Sl No	Particulars	Details
10.	Brief description of course content	<ul style="list-style-type: none"> <li>• Constituents of milk;</li> <li>• Importance of adopting personal hygiene in day to day life and its relevance to clean milk production;</li> <li>• Experiential exercises emphasising co-operation;</li> <li>• Activities undertaken by the MPC in the area;</li> <li>• Organise competitions on Poster making, quizzes, essay writing on the related topics.</li> </ul>

#### 10.1.6 Orientation of Member Relations Group (MRG)

Template code: PC 6

Sl No	Particulars	Details
1.	Programme Title	<b>Orientation of Member Relations Group (MRG)</b>
2.	Programme objectives	<p>By the end of the training programme, participants will be able to</p> <ul style="list-style-type: none"> <li>• Explain the Values, Mission and Long term objectives of the MPC;</li> <li>• Recognise the benefits of MPC over traditional cooperatives;</li> <li>• Describe the functioning of the MPC;</li> <li>• Recognise and commit to their roles and responsibilities as members of MRG.</li> </ul>
3.	Focus Area	Enable and motivate MRG members to undertake various activities catalysing milk producers' involvement in the activities of MPC
4.	Duration	1 day
5.	Target participants	MRG members
6.	Name of faculty	NGO
7.	Faculty profile	Trained personnel of the MPC
8.	Link officer at NDDDB Anand	CS group
9.	Link officer at concerned NDDDB office	CS officer of respective cell office
10	Brief description of course content	<ul style="list-style-type: none"> <li>• Salient features of the MPC and its advantages over the traditional cooperatives;</li> <li>• Values, Mission and Long term objectives of the MPC;</li> <li>• Modules on cooperation and effective communication;</li> <li>• Visit to some MPIs;</li> <li>• Games, exercises and educational films on the related topics.</li> </ul>

**10.1.7 Orientation workshop on MPC for BoD**

Template code: PC 7

Sl No	Particulars	Details
1.	Programme Title	<b>Orientation workshop on MPC for BoD</b>
2.	Programme objectives	By the end of the training programme, the participants will be able to <ul style="list-style-type: none"> <li>• Explain the salient features of the Producer Company Legislation and the Articles of Association of the MPC;</li> <li>• Draft/Revisit Values, Mission and Long term objectives of the MPC;</li> <li>• Recognise the difference between the roles and responsibilities of the Board and the CEO and commit to adopt policy based governance system;</li> <li>• Analyse the current reality of the operations of the MPC, identify critical areas and work out an outline for actions by the MPC.</li> </ul>
3.	Focus Area	Familiarising the Board with (i) the Law and the AoA governing the MPC, (ii) current activities and challenges facing the MPC, (iii) Importance of policy based governance
4.	Duration	3 days
5.	Target participants	First time Directors of the MPC
6.	Name of faculty	NGO
7.	Faculty profile	Professional having good knowledge of Co-operative Law, Company Law and management & governance of Producer Companies. Faculty should also have a long standing exposure to the dairy sector and should be experienced in facilitating such sessions.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"> <li>• Salient features of the PC Legislation and AoA of the MPC;</li> <li>• Physical and financial analysis of operations of the MPC;</li> <li>• Roles and responsibilities of the Board and policy based governance system.</li> </ul>

### 10.1.8 Business and Governance strategy workshop for BoD

Template code: PC 8

Sl No	Particulars	Details
1.	Programme Title	<b>Business and Governance strategy workshop for BoD</b>
2.	Programme objectives	By the end of the training programme, the participants will be able to <ul style="list-style-type: none"> <li>• Present the core issues facing the dairy sector of the country;</li> <li>• Appraise the current status of physical and financial performance of the MPC and thereby recognise the importance of financial viability for running the business profitably;</li> <li>• Identify the threats and weaknesses of the MPC and consider strategies suggested by the CEO and his team to deal with them;</li> <li>• Recognise the importance of monitoring MPC's business performance and commit to put a suitable system in practice;</li> <li>• Identify key decision areas for which the Board shall formulate and enact governance policies;</li> <li>• Recognise and adopt appropriate performance evaluation system for the Board and the CEO.</li> </ul>
3.	Focus Area	Enabling Board of Directors to appreciate and analyse challenges facing the business of the MPC, and help them formulate policies pertaining to key decision areas.
4.	Duration	3 days
5.	Target participants	Board of Directors of the MPC
6.	Name of faculty	HRD-Coops
7.	Faculty profile	Professional having good knowledge and adequate experience in dealing with financial and strategic management issues of producer owned business enterprises. Faculty should also have a long standing exposure to the dairy sector as well as experience in facilitating such sessions.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"> <li>• Core issues facing the dairy sector of the country;</li> <li>• Need and importance of financial viability &amp; how it can be achieved;</li> <li>• Analysis of the MPC to understand its weaknesses and threats from other competitors;</li> <li>• Discussion on the strategies suggested by the CEO &amp; his team;</li> </ul>

Sl No	Particulars	Details
		<ul style="list-style-type: none"> <li>• Issues to be considered for monitoring and evaluating operations of the MPC;</li> <li>• Stakeholders and competitors analysis for the MPC;</li> <li>• Performance evaluation of the Board and the CEO.</li> </ul>

#### 10.1.9 Yearly orientation programme for BoD

Template code: PC 9

Sl No	Particulars	Details
1.	Programme Title	<b>Yearly orientation programme for BoD</b>
2.	Programme objectives	<p>By the end of the training programme, the participants will be able to</p> <ul style="list-style-type: none"> <li>• Reaffirm their commitment to the values and mission of the MPC;</li> <li>• Enlist the innovations/new developments in the dairy sector and commit to adopt those relevant in the context of the MPC;</li> <li>• Revisit the physical and financial performance of the MPC and compare with that of other MPCs or such other benchmarks;</li> <li>• Review the efficacy of performance monitoring systems of the CEO and the Board;</li> <li>• Recognise the need for team effort of the board and the professionals to achieve the long term goals.</li> </ul>
3.	Focus Area	Exposure to the new developments taking place in the dairy sector and (ii) review of physical and financial performance and (iii) revisiting values, mission and mechanism dealing with monitoring and evaluation by the board and CEO.
4.	Duration	1 day
5.	Target participants	Board of Directors of the MPC
6.	Name of faculty	IB, NDS
7.	Faculty profile	<p>Professional having good knowledge of finance, practical experience of strategic management and should be a good trainer. Faculty should also have a long standing exposure to the dairy sector and should be experienced in facilitating such sessions.</p> <p>She/he should be able to navigate discussions in such a manner that Directors' speak freely without feeling intimidated or accusing others.</p>
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief	<ul style="list-style-type: none"> <li>• Exposure to new and innovative technologies</li> </ul>

<b>Sl No</b>	<b>Particulars</b>	<b>Details</b>
	description of course content/study material for the programme	<p>in the dairy sector for continuous improvement in operations of the MPC;</p> <ul style="list-style-type: none"> <li>• Analysis of MPC's physical and financial performance;</li> <li>• Analysis on effectiveness of monitoring and performance evaluation systems of the MPC;</li> <li>• Team building games and exercises.</li> </ul>

#### **10.1.10 Exposure visits for BoD**

Template code: PC 10

<b>Sl No</b>	<b>Particulars</b>	<b>Details</b>
1.	Programme Title	<b>Exposure visits for BoD</b>
2.	Programme objectives	<p>By the end of the training programme, the participants will be able to</p> <ul style="list-style-type: none"> <li>• Enlist the practical aspects of important innovative practices adopted by the institution being visited;</li> <li>• Analyse and choose from the experiences shared by experts for adoption by the MPC for making the MPC more competitive and efficient;</li> <li>• Identify areas that may require nurturing of ties with the visited institutions for development and growth of the MPC.</li> </ul>
3.	Focus Area	Acquaintance and adoption of the new process and practices relevant to the dairy sector
4.	Duration	5 days
5.	Target participants	Board of Directors of the MPC
6.	Name of faculty	NDS
7.	Faculty profile	Experienced professionals
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of key aspects of the Visit	<ul style="list-style-type: none"> <li>• Exposure to latest development in the dairy and related sector with a scope of adoption of innovation;</li> <li>• Exposure visits to dairy plants/ producer companies known for having adopted best practices;</li> <li>• Discussion with leaders (professional as well as Board) of the institutions being visited.</li> </ul>

### 10.1.11 IB- Trainers' Training Programme

Template code: PC 11

Sl No	Particulars	Details
1.	Programme Title	<b>IB- Trainers' Training Programme</b>
2.	Programme objectives	<p>By the end of the training programme, the participants will be able to</p> <ul style="list-style-type: none"> <li>• Enlist the salient features of the MPC and its advantages over the traditional cooperatives;</li> <li>• Explain the operational functioning of the MPC;</li> <li>• List and explain key issues related with governance and management of the MPC;</li> <li>• Describe the key objectives and activities of the National Dairy Plan;</li> <li>• Recognise importance of Women Empowerment in the dairy sector;</li> <li>• Select appropriate method of facilitating the participants with the end objectives of the session in mind;</li> <li>• Adapt the design of training modules in accordance with the need of participants;</li> <li>• Select and use suitable ice breakers, games and exercise to make training sessions lively while reinforcing the key learning.</li> </ul>
3.	Focus Area	Train the participants to take up the responsibility of design, demonstrate and deliver programs for producers, women , rural youth and children
4.	Duration	5 days
5.	Target participants	Officers from NGO/Hired agency
6.	Name of faculty	RDTC faculties
7.	Faculty profile	Officers from NDDB/NDS
8.	Link officer at NDDB Anand	RDTC officers
9.	Link officer at concerned NDDB office	Rajesh Gupta, Jaidev Biswas
10	Brief description of course content/study material for the programme	<ul style="list-style-type: none"> <li>• NDP I goals and strategies;</li> <li>• Salient features of the MPC and its advantages over the traditional cooperatives;</li> <li>• Training sessions facilitation techniques;</li> <li>• Modules on collective action and effective communication;</li> <li>• Topics on the operation (including testing &amp; pricing of milk), governance (including legal aspects) and management of the MPC;</li> <li>• Modules on animal health management including clean milk production, AI, Feed &amp; fodder.</li> </ul>

**10.1.12 Leadership Development Programme**

Template code: PC 12

Sl No	Particulars	Details
1.	Programme Title	<b>Leadership Development Programme</b>
2.	Programme objectives	By the end of the programme the participants will be able to <ul style="list-style-type: none"> <li>• Recognise the qualities in 'Self' and in 'Others' through games and role plays;</li> <li>• Distinguish the different types of leadership qualities exist and the characteristics of the same;</li> <li>• Explain the advantages of becoming members of the MPC;</li> <li>• Explain the difference between Cooperatives, PC and Private Companies;</li> <li>• Describe the functions of the MPC.</li> </ul>
3.	Focus Area	Developing potential Milk Producers to assume leadership roles in the MPC
4.	Duration	3 days
5.	Target participants	Potential Milk Producer members eligible to become Board members of the MPC
6.	Name of faculty	
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"> <li>• Self- managing self, personal effectiveness;</li> <li>• Listening skills;</li> <li>• Effective communication skills;</li> <li>• Leadership types;</li> <li>• Games, exercises and educational films on the related topics;</li> <li>• Difference between Cooperatives, PC and Private Companies;</li> <li>• Advantages of becoming members of the MPC.</li> </ul>

**10.1.13 Skill development programme for Assistants working in MPC**

Template code: PC 13

Sl No	Particulars	Details
1.	Programme Title	<b>Skill development programme for Assistants working in MPC</b>
2.	Programme objectives	By the end of the training programme, participants will be able to Acquire need based skills so as to perform their work efficiently.
3.	Focus Area	As per the need-gap analysis
4.	Duration	3 days



Sl No	Particulars	Details
5.	Target participants	Assistants working in the MPC
6.	Name of faculty	
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	Content will vary based on the need-gap analysis of the participants. However, in general it may include accounting and other data handling software used by the MPC, Repairs and maintenance of Milk collection equipment, Office Management skills etc

#### 10.1.14 Motivation programme for Assistants working in MPC

Template code: PC 14

Sl No	Particulars	Details
1.	Programme Title	<b>Motivation programme for Assistants working in MPC</b>
2.	Programme objectives	By the end of the training programme, participants will be able to <ul style="list-style-type: none"> <li>• Recognise the importance of managing self;</li> <li>• Describe the importance of Team work, personal effectiveness and listening skills ;</li> <li>• Identify and improve on their weak areas;</li> <li>• Recognize and commit to their roles and responsibilities.</li> </ul>
3.	Focus Area	Enable and motivate the assistants to work efficiently
4.	Duration	3 days
5.	Target participants	Assistants working in the MPC
6.	Name of faculty	Management Institute
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"> <li>• Module on their roles &amp; responsibilities as the assistants in the MPC;</li> <li>• Sessions on Team work, personal effectiveness and listening skills ;</li> <li>• Sessions on self-assessment to identify their weak areas and improve upon them;</li> </ul>

Sl No	Particulars	Details
		<ul style="list-style-type: none"> <li>Games, exercises and educational films on the related topics.</li> </ul>

**10.1.15 Team Building & Leadership Development Programme for Area officers, Zone Managers / Head Office personnel of the MPC**

Template code: PC 15

Sl No	Particulars	Details
1.	Programme Title	<b>Team Building &amp; Leadership Development Programme for Area officers, Zone Managers / Head Office personnel of the MPC</b>
2.	Programme objectives	By the end of the training programme, participants will be able to <ul style="list-style-type: none"> <li>Recognise the importance of Teams and Team Leadership;</li> <li>Commit to adopt various strategies for making their Teams effective.</li> </ul>
3.	Focus Area	Encourage team building spirit and the feeling of cooperation among the participants.
4.	Duration	3 days
5.	Target participants	Area officers, Zone Managers/Head office personnel of the MPC.
6.	Name of faculty	
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.
8.	Link officer at NDDDB Anand	CS group
9.	Link officer at concerned NDDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"> <li>Team building as a tool in participatory process in organisations;</li> <li>Essentials of an effective team;</li> <li>Teams that work and that don't;</li> <li>Listening as a building block to effective team building;</li> <li>The art of receiving and giving feedback;</li> <li>Managing conflicts in teams;</li> <li>Decision making and problem solving in teams;</li> <li>Conduct of team meetings;</li> <li>Effective team leader as a facilitator.</li> </ul>

**10.1.16 Operations and maintenance of the BMC / AMCU for Assistants**

Template code: PC 16

Sl No	Particulars	Details
1.	Programme Title	<b>Operations and maintenance of the BMC / AMCU for Assistants</b>
2.	Programme objectives	By the end of the training programme, participants will be able to <ul style="list-style-type: none"> <li>Efficiently utilize the assets BMC, AMCU,</li> </ul>

Sl No	Particulars	Details
		DG Sets etc. <ul style="list-style-type: none"> <li>Smoothly operate the Bulk Milk Cooler and AMCU.</li> </ul>
3.	Focus Area	BMC Cooling System DG Sets AMCU
4.	Duration	3 Days
5.	Target participants	BMC operator, CC In charge, Chemist
6.	Name of faculty	
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes. Must have attended trainers' training programme.
8.	Link officer at NDDDB Anand	CS group
9.	Link officer at concerned NDDDB office	CS officer of respective cell office
10.	Brief description of course content	a) Electronic Control System functions for start-up of BMC b) ( Automatic function) Operation of bulk milk cooler during milk collection Operation of the refrigeration unit Operation of AMCU Trouble Shooting & Remedies Preventive Maintenance

#### 10.1.17 Sahayak Orientation Programme

Template code: PC 17

Sl No	Particulars	Details
1.	Programme Title	<b>Sahayak Orientation Programme</b>
2.	Programme objectives	By the end of the training programme, participants will be able to acquire skills required to: <ul style="list-style-type: none"> <li>Collect and handle milk using standard operating procedures</li> <li>Understand and implement the fair and transparent milk procurement operations to enrol new milk producers in the system</li> </ul>
3.	Focus Area	SOP for milk collection and handling Enrolment of more producer in the system
4.	Duration	2 Days
5.	Target participants	Sahayak
6.	Name of faculty	Area officer
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.

Sl No	Particulars	Details
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"> <li>Collection Procedure (Sampling, Weighing, Testing, Recording), hygiene practices, clean milk production, SOP on testing</li> <li>Delivering milk to BMC / CC</li> <li>Payment process</li> </ul>

#### 10.1.18 Sahayak Refresher Programme

Template code: PC 18

Sl No	Particulars	Details
1.	Programme Title	<b>Sahayak Refresher Programme</b>
2.	Programme objectives	By the end of the training programme, participants will be able to upgrade his skills for milk procurement operations.
3.	Focus Area	SOP for milk collection and handling Enrolment of more producer in the system
4.	Duration	1 Days
5.	Target participants	Sahayak
6.	Name of faculty	Area officer
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10.	Brief description of course content	<ul style="list-style-type: none"> <li>Collection Procedure (Sampling, Weighing, Testing, Recording), Clean milk production, Hygiene in collection center, SOP on testing</li> <li>Delivering milk to BMC / CC</li> <li>Payment process</li> </ul>

#### 10.1.19 Training on Procurement, Producer Relations and QA for Supervisor

Template code: PC 19

Sl No	Particulars	Details
1.	Programme Title	<b>Training on Procurement, Producer Relations and QA for Supervisor</b>
2.	Programme objectives	By the end of the training programme, participants will be able to acquire skills required to

Sl No	Particulars	Details
		<ul style="list-style-type: none"> <li>strengthen farmer relationship in PC</li> <li>Build quality milk procurement</li> </ul>
3.	Focus Area	Motivating farmers to join the procurement system Clean Milk production & procurement Ensure and maintain quality standard of milk received. Knowledge on working of DPMCU and AMCU Producer Grievance redressal system
4.	Duration	5 Days
5.	Target participants	Procurement Supervisors
6.	Name of faculty	Subject Matter Specialist
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10	Brief description of course content	<ul style="list-style-type: none"> <li>Module for SOP for milk collection</li> <li>Module for Producer relationship management</li> <li>Module for quality assurance, general Cleaning &amp; personnel hygiene practices</li> <li>Operations of MCC/ BMC/ AMCU and DPMCU</li> </ul>

### 10.1.20 Training on Procurement, Producer Relations and QA for Area Officers

Template code: PC 20

Sl No	Particulars	Details
1.	Programme Title	<b>Training on Procurement, Producer Relations and QA for Area Officers</b>
2.	Programme objectives	By the end of the training programme, participants will be able to acquire skills required to <ul style="list-style-type: none"> <li>Manage farmer relationship</li> <li>Quality milk procurement</li> <li>Efficiently utilize the manpower</li> </ul>
3.	Focus Area	Producer motivation and enrolment to PC Clean milk production and procurement Cost control measures for milk procurement operations SOP for procurement, handling Working of DPMCU/AMCU
4.	Duration	8 Days
5.	Target participants	Area Officers

Sl No	Particulars	Details
6.	Name of faculty	Subject matter specialist
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10	Brief description of course content	<ul style="list-style-type: none"> <li>• Milk producer enrolment into PC</li> <li>• SOP for milk collection</li> <li>• Producer relationship management</li> <li>• Quality assurance</li> <li>• Operations of MCC/ BMC/ AMCU and DPMCU</li> <li>• Cost control measures at all levels</li> </ul>

#### 10.1.21 Quality Assurance programme for Officers

Template code: PC 21

Sl No	Particulars	Details
1.	Programme Title	<b>Quality Assurance programme for Officers</b>
2.	Programme objectives	By the end of the training programme, participants will be able to acquire skills required for clean and adulterant free milk procurement system and ensure its implementation.
3.	Focus Area	Clean and hygienic milk procurement , adulterant testing
4.	Duration	2 days
5.	Target participants	QA officers of the MPC
6.	Name of faculty	Subject matter specialist
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10	Brief description of course content	<ul style="list-style-type: none"> <li>• Clean Milk Procurement, Standard operating procedures for milk and quality testing at all levels.</li> <li>• Prevention of adulteration, keep track of common adulterants.</li> </ul>

**10.1.22 Quality Assurance programme for Assistants**

Template code: PC 22

<b>Sl No</b>	<b>Particulars</b>	<b>Details</b>
1.	Programme Title	<b>Quality Assurance programme for Assistant</b>
2.	Programme objectives	By the end of the training programme, participants will be able to acquire skills required for implementation and handling of clean and adulterant free milk procurement system
3.	Focus Area	Milk testing, checking adulterants, SOP on cleaning of equipments at CC/BMC, housekeeping
4.	Duration	3 days
5.	Target participants	CC In charge, Chemist, Technician DPU and BMC, Quality Assurance
6.	Name of faculty	
7.	Faculty profile	Trained personnel having experience in facilitating such training programmes.
8.	Link officer at NDDB Anand	CS group
9.	Link officer at concerned NDDB office	CS officer of respective cell office
10	Brief description of course content	SOP of milk reception and acceptance at receiving dock. Training on testing of adulterant detection in milk, Cleaning SOP for BMC/CC. Housekeeping and hygiene