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**An Organisation Study of the
Indian Council of Agricultural Research**

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PRELIMINARIES AND ACKNOWLEDGEMENTS

1. On November 16, 1970, the National Commission on Agriculture invited the Director of the Indian Institute of Management, Ahmedabad, to discuss with him the scope of the work of the Commission and the possible ways in which the Institute could assist the Commission.
2. Subsequently, in March 1971, Shri B. Sivaraman, Vice-Chairman of the Commission, visited the Institute to discuss various studies that he wished the Institute to undertake. One of the studies which he entrusted to the Indian Institute of Management, Ahmedabad, was (i) to examine the existing organisational structure of ICAR and its relationship with different constituent units, Agricultural Universities, and other institutions associated with agricultural research, and (ii) to recommend an organisation structure taking into account the objectives of ICAR and the emerging problems from the existing organisation structure and roles.
3. This report is based on interviews and discussions held at headquarters, some State Departments of Agriculture, Agricultural Universities, and a Central Research Institute, and on previous reports and other published material.
4. The report is divided into three parts. Part I deals with the objectives of ICAR, its existing organisation structure and problems. Part II recommends an organisation structure

for headquarters. Part I and Part II of the report are by Professor Kamla Chowdhry and Professor V.R. Gaikwad. Part III contains a framework for developing an Information and Control System required at ICAR headquarters. This part of the report is by Professor S.K. Bhattacharyya. Part IV contains our conclusions and recommendations.

5. If the broad framework which concerns the first order management system of ICAR is accepted then further work would be required in working through the problems related to the second order system. Simultaneously, educational strategies would have to be arranged so as to prepare people for the new roles demanded by a reorganisation. A one-way announcement by the Government or those in power though important is not sufficient. Involvement of people is important if recommendations are to be effectively implemented. Reorganisation implies change of roles and relationship, change in power and authority, acquiring new knowledge, skills and attitudes. Unless all these are dealt with in a systematic fashion, a reorganisation, even if accepted, remains on paper.
6. We are grateful to Shri B. Sivaraman and Dr.M.S. Swaminathan for their interest in the study and for the openness of discussions. We are also thankful to Shri K.P.A. Menon for his many acts of help and for the facilities provided for this study. A special word of thanks is due to Shri J.S. Sarma for his help in establishment of our contacts at various levels.

7. In the course of this project we had the pleasure of meeting and discussing with several senior scientists and administrators of ICAR and National Institutes, with academicians and educationists from Agricultural Universities and with senior officers of State Departments of Agriculture. These discussions have provided us with the necessary background and information, sentiments and feelings, on the basis of which we could get an understanding of the problems of planning, decision-making, communication and interactions with ICAR. We are grateful to them for their very valuable cooperation

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