

ANNUAL REPORT 2020-21



NATIONAL INSTITUTE OF
RURAL DEVELOPMENT AND
PANCHAYATI RAJ
MINISTRY OF RURAL DEVELOPMENT,
GOVERNMENT OF INDIA
RAJENDRANAGAR,
HYDERABAD - 500 030, INDIA

Annual Report 2020 - 2021



**National Institute of Rural Development and Panchayati Raj,
Ministry of Rural Development, Government of India,
Rajendranagar, Hyderabad - 500 030, Telangana, India**

Website: www.nirdpr.org



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Rajendranagar, Hyderabad – 500 030, Telangana, India

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VISION

The vision of NIRDPR is to focus on the policies and programmes that benefit the rural poor, strive to energise the democratic decentralisation processes, improve the operation and efficiency of rural development personnel, promote transfer of technology through its social laboratories, Technology Park and create environmental awareness.

As a 'think-tank' of the Ministry of Rural Development, NIRDPR, while acting as a repository of knowledge on rural development, would assist the Ministry in policy formulation and choice of options in rural development to usher in the change.

MISSION

To examine and analyse the factors contributing to the improvement of economic and social well-being of people in rural areas on a sustainable basis with a focus on the rural poor and the other disadvantaged groups through research, action research, consultancy and training & capacity building efforts.

To facilitate the rural development efforts with particular emphasis and focus on the rural poor by improving the knowledge, skills and attitudes of rural development officials and non-officials by organising trainings, workshops and seminars.

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ABBREVIATIONS & ACRONYMS

AARDO	:	African- Asian Rural Development Organisation
BDO	:	Block Development Officer
CAPART	:	Council for Advancement of People's Action and Rural Technology
CBO	:	Community-Based Organisation
CFMC	:	Corpus Fund Management Committee
CFTs	:	Cluster Facilitation Teams
CICTAB	:	Centre for International Cooperation and Training in Agricultural Banking
CIRDAP	:	Centre for Integrated Rural Development for Asia and the Pacific
CRP	:	Community Resource Person
DAY-NRLM	:	Deen Dayal Upadhyaya National Rural Livelihoods Mission
DDU-GKY	:	Deen Dayal Upadhyaya Grameen Kaushalya Yojana
DMMU	:	District Mission Monitoring Unit
DRDA	:	District Rural Development Agency
ER	:	Elected Representative
ETC	:	Extension Training Centre
EWR	:	Elected Women Representative
FFC	:	Fourteenth Finance Commission
FPOs	:	Farmer Producer Organisations
GIS	:	Geographic Information System
GP	:	Gram Panchayat
GPDP	:	Gram Panchayat Development Plan
ICT	:	Information and Communication Technology
IEC	:	Information, Education and Communication
ISRO	:	Indian Space Research Organisation
ITEC	:	Indian Technical and Economic Cooperation
MGNREGS	:	Mahatma Gandhi National Rural Employment Guarantee Scheme
MIS	:	Management Information System
MoPR	:	Ministry of Panchayati Raj
MoRD	:	Ministry of Rural Development
MoU	:	Memorandum of Understanding
MRP	:	Master Resource Person

MSDE	:	Ministry of Skill Development & Entrepreneurship
NABARD	:	National Bank for Agriculture & Rural Development
NABCONS	:	NABARD Consultancy Services
NCW	:	National Commission of Women
NGO	:	Non-Governmental Organisation
NIRDPR-NERC	:	NIRDPR-North-Eastern Regional Centre
NMMU	:	National Mission Monitoring Unit
NPA	:	Non-Performing Assets
NRP	:	National Resource Person
NSAP	:	National Social Assistance Programme
ODF	:	Open Defecation Free
PESA	:	Panchayats Extension to the Scheduled Areas
PGDM- RM	:	Post Graduate Diploma in Management- Rural Management
PGDRDM	:	Post Graduate Diploma in Rural Development Management
PIAs	:	Project Implementing Agencies
PMGSY	:	Pradhan Mantri Gram Sadak Yojana
PMKSY	:	Pradhan Mantri Krishi Sinchayee Yojana
PRI	:	Panchayati Raj Institution
RD	:	Rural Development
RGSA	:	Rashtriya Gram Swaraj Abhiyan
RSETI	:	Rural Self-Employment Training Institute
SAGY	:	Saansad Adarsh Gram Yojana
SBM	:	Swachh Bharat Mission
SFC	:	State Finance Commission
SHG	:	Self-Help Group
SIRDPR	:	State Institute of Rural Development and Panchayati Raj
SLACC	:	Sustainable Livelihoods and Adaption to Climate Change
SRLM	:	State Rural Livelihood Mission
ToTs	:	Training of Trainers
UNICEF	:	United Nations Children's Fund
UT	:	Union Territory

EXECUTIVE SUMMARY

National Institute of Rural Development and Panchayati Raj, Hyderabad, in the 63rd year of its memorable journey, is engaged in six focus areas, namely training & capacity building, research and consultancy, policy formulation & advocacy, technology transfer, academic programmes, and innovative skilling and livelihoods.

In the year 2020-21, most of the training programmes were conducted in the online mode due to COVID-19 situation. During the year, the Institute altogether organised a total of 1018 programmes (on-campus & off-campus), workshops & seminars, international programmes and networking programmes, including 104 programmes of NIRDPR NERC, Guwahati. A total of 96,673 participants including 18,302 from NERC, Guwahati, officials from government organisations, financial institutions, PRIs, FPOs, NGOs, CBOs, national and State institutes for research and training, universities and colleges, international delegates and other stakeholders attended these programmes. Among these, nine were international programmes attended by 218 participants from developing countries of Asia, Africa and Latin America. Performance of training programmes was evaluated through e-evaluation on a five-point scale using Training Management Portal (TMP) and Google forms with reference to components such as training design, content, training methods, training materials, speakers' effectiveness, etc., so as to take steps to improve the training programmes. The overall average score for the training programmes during 2020-21 was 83 percent. Platforms, especially WhatsApp, have been utilised for providing course materials and programme schedules to participants, sharing the presentation of the resource persons, dissemination of information on the training themes as a follow-up action, etc.

Most of the themes for online programmes were kept the same as per the approved training calendar. In the initial months of the financial year, awareness generation programmes on COVID-19 were organised for the functionaries up to the grassroots level. By the end of the year, the Institute delivered a mix of on-campus and off-campus programmes. About 92 per cent of the programmes in the year were conducted online. E-learning modules were developed and extensively used to reach out to participants across the country. The courses offered by the Institute were converted into e-learning modules and uploaded on the e-Gram Swaraj platform. The process of course development for i-GOT (Mission Karmayogi), an initiative of the Government of India, is under process. It was decided that a minimum of one course from each faculty should be developed and uploaded on the i-GOT platform.

Building the training capacities of its link institutions, i.e., the State Institutes of Rural Development and Panchayati Raj (SIRDPRs) and Extension Training Centres (ETCs), is integral to the Institute's mandate. The Institute also organises capacity development programmes for the faculty of SIRDPRs and ETCs through various training programmes. As part of it, 56 off-campus and networking programmes were organised at these institutions during the year. The Institute also organised nine international training programmes at the instance of the Ministry of External Affairs, Government of India and other organisations like Indian Technical and Economic Cooperation (ITEC) and African-Asian Rural Development Organization (AARDO). The Institute also works in close coordination with international organisations like CICTAB, CIRDAP, UNICEF, etc.

The Institute examines and analyses the factors contributing to the improvement of social well-being of rural people with a focus on the rural poor and other disadvantaged groups through research studies, action research projects, case studies and consultancy studies. Research studies conducted by the Institute are field-based and findings from these studies provide important inputs for training programmes of the Institute and are useful in policy formulation for rural development. The Ministry of Rural Development places increased importance on the feedback provided through the research studies taken up by the Institute. During the year 2020-21, 15 new consultancy studies were taken up, in addition to the 28 ongoing studies that were taken up before 2020-21. A total of 14 consultancy studies were completed in 2020-21. To reduce the manual errors in data collection and data analysis, the Institute encourages the use of mobile-based research data collection tools. During the year, field data of many research studies on various key themes of the rural sector were collected using a mobile-based Open Source tool i.e., Open Data Kit (ODK).

To accelerate development and wide dissemination of appropriate and affordable technologies for sustainable rural development, NIRDPR established the Rural Technology Park in 1999. During 2020-21, a large number of rural youth and

SHG women (total of 6366 participants) were trained through exposure-cum-training programmes and workshops on various technologies to promote livelihoods.

DDU-GKY is a skill training and placement programme of the Ministry of Rural Development that focuses on the underprivileged rural youth of the country. The Institute is one of the Central Technical Support Agencies (CTSA) and national-level coordinating agency for policy advocacy and administering the Standard Operating Procedures (SoPs) of DDU-GKY programme. The NRLM RC organises training programmes, workshops and seminars on different thematic verticals like Institution Building and Capacity Building (IBCB), Financial Inclusion (FI), Gender and Livelihoods, etc., for NGOs, Bankers, PIAs, government officials, CBOs, etc. Kaushal Bharat was rolled out in March 2020 and despite the pandemic, training and capacity building for its roll-out was taken up through online mode for the key stakeholders across the country. Alongside the online training sessions, NIRDPR created online content like video tutorials, reading materials and pre-recorded sessions.

The Institute also offers academic programmes on both distance education and on-campus. In view of the COVID-19 pandemic situation, the classes of residential programmes were conducted through online mode. In the year 2020-21, the 17th batch of PGDRDM, 12th batch of PGDSRD, 9th batch of PGTDM and 5th batch of PGGARD were completed. The fresh batches of these programmes were started during the year and are ongoing.

The North-Eastern Regional Centre of NIRDPR was established in 1983 in Guwahati with a view to orienting training and research activities to the specific needs of North-Eastern States of India. During 2020-21, 104 training programmes, including 46 NRLM programmes, were conducted involving 18,302 participants. The training programmes included on-campus and off-campus programmes at SIRDs and other institutions in the region.

The Institute continued its efforts in publishing literature on rural development issues during the year. The quarterly 'Journal of Rural Development' published by the Institute occupies a place of pride among leading academic journals on rural development and decentralised governance. During 2020-21, the Institute has added a total of 308 books and other documents to its total collection of 1,23,756 books. The Institute also maintains a separate collection of Hindi books for the benefit of participants and staff. The Institute's Newsletter 'Pragati' in English and Hindi is published to provide wide publicity to training programmes and highlight various activities undertaken by the Institute on a regular basis. Additionally, the Institute brings out publications under the Research Report series and Case Study series. The Institute's Library has successfully completed the digitisation of institutional publications such as Research Highlights, training/reading materials, and faculty publications on rural development.

CAPART was merged with NIRDPR on May, 2020 and NIRDPR, New Delhi branch came into force. As on 1st May, 2020, NIRDPR Delhi Branch had 90 employees and they have been taken on roll of NIRDPR w.e.f. 01.05.2020. The Centre for Marketing and Promotion of Rural Products (Marketing Cell) of NIRDPR, Delhi Branch is looking after the management of SARAS Gallery located at Rajiv Gandhi Handicrafts Bhawan, Baba Kharag Singh Marg, New Delhi. This gallery was established for the display and sale of products made by SHGs in order to broaden their marketing base. The Ministry of Rural Development and NIRDPR Delhi Branch organised 'Purvanchal SARAS Mela' at New Moti Bagh, New Delhi from 14th to 17th January, 2021 showcasing the products of rural women SHGs (artisans) supported under the DAY-NRLM scheme, especially from the Purvanchal States.

Considering the impact of COVID-19 and the declining trend of indicators related to nutrition and health, the Communication Resource Unit (CRU) of NIRDPR developed digital slides and care and protection flyer with various themes of preventive measures of COVID-19, antenatal care and safe delivery, newborn care and breastfeeding, immunisation, IYCF and protection of children. The CRU also developed digital slides, GIF videos promoting POSHAN Maah 2020 campaign theme messages around identification and action required for Severe Acute Malnutrition (SAM)/Moderate Acute Malnutrition (MAM) children, promotion of kitchen garden, PRI members' role in POSHAN and 1000 days' care.

For the financial year 2020-21, the expenditure of NIRDPR was Rs. 327.85 crore against the grants released to the tune of Rs. 80.43 crore. As on 31st March, 2021, the Corpus Fund stood at Rs. 316.25 crore, when compared to Rs. 263.21 crore as on 31st March, 2020 and Rs. 217.72 crore as on 31st March, 2019.

Journey so far

1977

Renamed as National Institute of Rural Development (NIRD)

2013

The name NIRD changed as National Institute of Rural Development and Panchayati Raj (NIRDPR)

1958

National Institute of Community Development at Mussoorie

1965

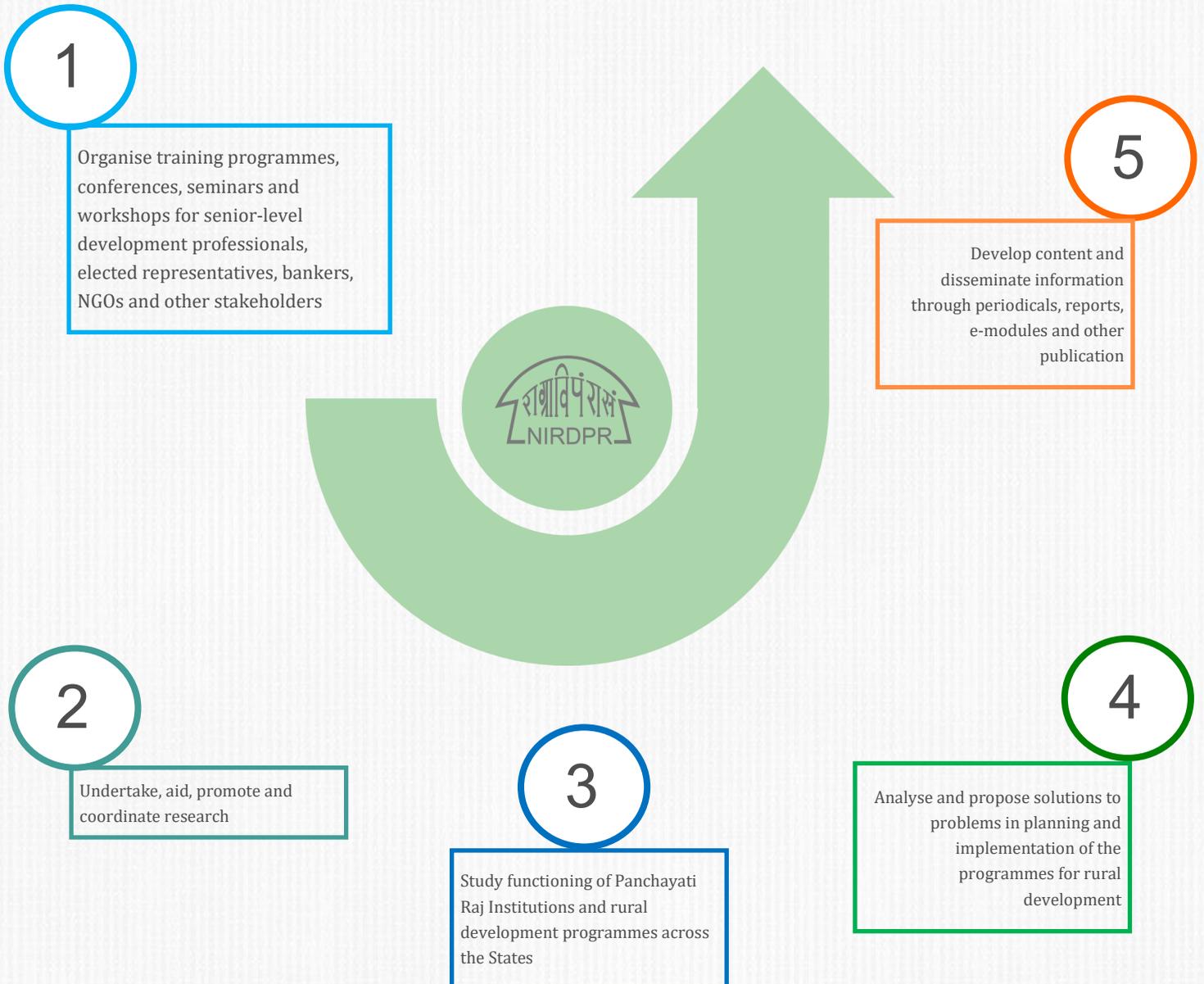
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राष्ट्रीय ग्रामीण विकास संस्थान
NATIONAL INSTITUTE OF RURAL DEVELOPMENT

RADHA BHAVAN

What We Do?



CHAPTER – 1

INTRODUCTION

National Institute of Rural Development and Panchayati Raj (NIRDPR), an autonomous organisation under the Ministry of Rural Development, is a premier national Centre of Excellence in rural development and Panchayati Raj. It builds capacities of rural development functionaries, elected representatives, financial institutions, community-based organisations and other stakeholders through inter-related activities, inter-alia, training, research/ consultancy, technology transfer, etc. Originally established as the National Institute of Community Development in 1958 in Mussoorie, the Institute was shifted to its Hyderabad Campus in 1965 and renamed as National Institute of Rural Development (NIRD) in 1977. Recognising the need for more focus on strengthening Panchayati Raj system and capacity building of its functionaries, as per the decision of the General Council of the Institute, the name of NIRD was changed to National Institute of Rural Development and Panchayati Raj (NIRDPR) with effect from December 4, 2013. Later, Government of India recognised that the objectives of NIRDPR are substantially identical with the Council for Advancement of People's Action and Rural Technology (CAPART), an autonomous organisation under the Ministry of Rural Development, merged CAPART with NIRDPR i.e. May 1, 2020. The Institute is located on a 174.21-acre serene campus with rural surroundings, at Rajendranagar in the historic city of Hyderabad.

NIRDPR undertakes the following activities with a focus on strengthening Rural Development and Panchayati Raj sectors:

- i. Organise training programmes, conferences, seminars and workshops for senior-level development professionals, elected representatives, bank officials, NGOs and other stakeholders;
- ii. Undertake, aid, promote and coordinate research;
- iii. Study the functioning of Panchayati Raj Institutions (PRIs) and rural development programmes across the States;
- iv. Analyse and propose solutions to the problems in planning and implementation of the programmes for rural development; and
- v. Develop content and disseminate information through periodicals, reports, e-modules and other publications.

NIRDPR has the mandate to facilitate development of rural poor and enhance their quality of life. Considering the huge and varied challenges faced in this regard, NIRDPR, as an apex Institute, has to address the training and capacity development needs of a large clientele. Training and capacity building of development functionaries and elected representatives is the sine qua non in the entire rural development process to make the policy formulation and programme implementation effective. The Institute acts as a 'think-tank' for the Government of India and State governments with special attention to the initiatives and programmes of the Ministries of Rural Development & Panchayati Raj and undertakes training and research, including action research on various flagship programmes. The services of the Institute are also available to other Ministries/Departments of the Central and State Governments, banking institutions, public and private sector organisations, civil societies, PRIs and other national and international agencies connected with rural development. In more than 60 years from its inception, NIRDPR has been playing a pivotal role in facilitating qualitative changes in programme management through training, research, action research, consultancy, and information dissemination. This has enabled the Institute to emerge as the National Apex Institute in the areas of Rural Development and Panchayati Raj.

NIRDPR established North-Eastern Regional Centre (NERC) in Guwahati in 1983 to cater to training & capacity building needs of development functionaries of the region. During the 38 years of its existence, NERC has developed expertise and experience in serving the specific training and research needs of the region.

An overview of the performance of the Institute on major areas of coverage during 2020-21 is given below.

1.1. Training and Capacity Building

NIRDPR has been organising training programmes, workshops, seminars, etc., on themes relating to Rural Development and Panchayati Raj. NIRDPR has the expertise and state-of-the-art infrastructure to train senior and middle-level development functionaries engaged in policy

formulation, management and implementation of rural development programmes and various other stakeholders of rural development covering Community-Based Organisations (CBOs), representatives of financial institutions, technology agencies, NGOs, etc.

The focus of these programmes is on the modalities and mechanisms of programme management with special reference to process aspects, which will help the developmental professionals to achieve the expected goals and objectives of the initiatives. The training programmes are intended to create a knowledge base, develop skills and infuse right attitudes and values. The Institute has been expanding its canvas of training activities every year and has been successful in making them more need-based and demand-driven. It could achieve a very high rate of satisfaction of participants by evolving and adopting new training methodologies and techniques on a continuous basis. Besides, the findings of the research studies are utilised in training programmes as training inputs.

There has been an increase in the number of training programmes of the Institute over the years on a sustained basis. There was a significant increase in the number of outreach programmes as well. Further, the Institute has been endeavoring to share its expertise and experience through international training programmes for the professionals of developing countries for promoting sustainable rural development.

During 2020-21, most of the training programmes were conducted in online mode due to the COVID-19 pandemic situation in the country. A total of 1018 training programmes were conducted during the year with a total participant count of 96,673. During the year, NIRDPR organised several workshops, seminars, symposiums and national consultations and the deliberations of which were published as reports, books and in the Institute's monthly newsletter.

Building the training capacities of its link institutions, i.e. the State Institutes of Rural Development and Panchayati Raj (SIRDPRs) and Extension Training Centres (ETCs), is integral to the Institute's mandate. It also facilitates financial support under the Central Scheme of the Ministry of Rural Development, Government of India for the strengthening of training infrastructure and faculty of these institutions. The Institute also organises capacity development programmes for the faculty of SIRDPRs and ETCs through various training programmes. As part of it, 56 off-campus and networking programmes were organised at these institutions during the year. The Institute also organised nine international training programmes at the instance of the Ministry of External Affairs, Government of India and other organisations like Indian Technical and Economic Cooperation (ITEC) and African-Asian Rural Development Organization (AARDO). The Institute also works in close coordination with international



organisations like AARDO, CICTAB, CIRDAP, UN Women, etc.

Keeping in view the importance of capacity building of Panchayati Raj functionaries and elected representatives, the Institute has undertaken various initiatives in the form of development of training materials, and trainers and resource persons focusing on Gram Panchayat Development Plan (GPDP). Recognising the importance of the emerging application of Geo-informatics applications in various rural sectors, the Centre for Geo-informatics Applications in Rural Development (C-GARD) of the Institute designs specialised programmes for imparting skills and improving knowledge levels in the latest geo-informatics technology and tools.

1.2. Research and Consultancy

Research is one of the principal activities of the Institute to understand the emerging developmental issues and learn from the practices in rural development. As part of it, the Institute examines and analyses the factors contributing to the improvement of social well-being of rural people with a focus on the rural poor and other disadvantaged groups through research studies, action research projects, case studies and consultancy studies. Research studies conducted by the Institute are field-based and findings from these studies provide important inputs for training programmes of the Institute and are useful in policy formulation for rural development.

The Ministry of Rural Development places increased importance on the feedback provided through the research studies taken up by the Institute. The Institute also undertakes location-specific action research in which a theme or a model is field-tested step-by-step, and day-to-day interventions are modified according to the situation prevailing in the location. The main focus is to evolve a people-centred approach in planning and implementation of development programmes with local decision-making and participatory evaluation.

In order to further strengthen the action-oriented initiatives of the Institute for effective implementation of rural development and poverty alleviation programmes, emphasis has been given to 'village adoption' by adopting villages from the remote and backward areas in different parts of the country. This gives the NIRDPR faculty members the exposure to keep themselves abreast of the ground realities and developmental challenges in the rural areas.

Besides, studies are taken up in collaboration with the State Institutes of Rural Development and with other networking

institutions. The Institute provides consultancy support to various international and national organisations on different development themes. The Institute also takes up research studies at the request of Central ministries, State departments and other national and international organisations.

About 60 research studies were carried out during the year 2020-21, which includes studies conducted in collaboration with SIRDPs, ETCs and National Institutions. Twenty-seven research studies were completed during the year 2020-21.

To reduce the manual errors in data collection and data analysis, the Institute encourages the use of mobile-based research data collection tools. During the year, field data of many research studies on various key themes of the rural sector were collected using a mobile-based Open Source tool i.e., Open Data Kit (ODK).

1.3. Technology Transfer

As part of the initiatives towards accelerating development and wide dissemination of appropriate and affordable technologies for sustainable rural development, NIRDPR established Rural Technology Park (RTP) in 1999. It aims at enhancing the livelihoods of rural poor through skill promotion and entrepreneurship development. The National Rural Building Centre at RTP showcases cost-effective models of rural houses with 40 different technologies. A Sanitation Park was also established with a good number of models of individual hygienic toilets which are affordable to the rural masses. A Rural Technology and Crafts Mela is organised every year to promote rural technologies, innovations, marketing of rural products, etc. The Director General's Bungalow is a sustainable housing initiative of RTP for promoting sustainable housing using appropriate technologies, and it won the HUDCO award for Cost effective Rural / Urban Housing including Innovative / Emerging & Disaster Resistant Housing" during the year.2018.

During 2020-21, a large number of rural youth and SHG women were trained through exposure-cum-training programmes and workshops on various technologies to promote livelihoods.

1.4. Innovative Skilling and Livelihoods

With a view to facilitate the special initiatives of Ministry of Rural Development for innovative skilling and livelihoods, special projects and resource cells were established at NIRDPR. These include Deen Dayal Upadhyaya Grameen

Kaushalya Yojana (DDU-GKY) Cell, Resource Cell on Deendayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY-NRLM), Project Cell on Rural Self-Employment Training Institutes (RSETIs), and S.R. Sankaran Chair.

DDU-GKY is a skill training and placement programme of the Ministry of Rural Development that focuses on the underprivileged rural youth of the country. The Institute is one of the Central Technical Support Agencies (CTSA) and national-level coordinating agency for policy advocacy and administering the Standard Operating Procedures (SoPs) of DDU-GKY programme. The DDU-GKY Cell of NIRDPR is envisioned to play a central role in providing training and implementation support to States and Project Implementing Agencies (PIAs).

The Resource Cell for DAY-NRLM was created in 2012 in NIRDPR to facilitate various rural livelihood initiatives and cater to the capacity building needs of the SRLMs. The NRLM RC organises training programmes, workshops and seminars on different thematic verticals like Institution Building and Capacity Building (IBCB), Financial Inclusion (FI), Gender and Livelihoods, etc., for NGOs, Bankers, PIAs, government officials, CBOs, etc.

The RSETI Project Cell of the Institute is the nodal agency for infrastructure creation for RSETIs in the States in collaboration with banks. As a part of it, the Institute is given the responsibility of processing the proposals from various sponsoring banks for the release of the funds provided by MoRD for building infrastructure.

S.R. Sankaran Chair on Rural Labour was established by the Institute in 2012 with the funding support of MoRD, GoI. The main objective of the Chair is to promote research on issues, which would enhance understanding and help in improving the life and working conditions of rural labour.

1.5. Academic Programmes

Various initiatives for rural development from time to time have created a demand for professionals to ensure their effective and efficient management. Keeping this in view, the Institute started a one-year residential Post Graduate Diploma in Rural Development Management (PGDRDM) in 2008. The programme aims to create a large pool of rural development management professionals in the country which is vital to the success of rural development programmes.

In the context of changing development scenario and the need

for professionals with a comprehensive understanding and competencies for effective management, it was felt to have a programme of longer duration. Accordingly, in the year 2018, the Institute introduced a two-year full-time PGDM-RM programme with the approval from the All India Council for Technical Education (AICTE), New Delhi.

In furtherance of the Institute's initiative for a wider outreach, a Distance Education Cell (DEC) was established in the year 2010 and a one-year PG Diploma in Sustainable Rural Development (PGDSRD) was introduced. To address the need for developing a well-trained set of specialised tribal development professionals, the Institute also started a one-year Post Graduate Diploma Programme in Tribal Development (PGDTDM) in distance mode in January, 2013. Besides, Post Graduate Diploma Programme on Geospatial Technology Applications in Rural Development (PGDGARD) was commenced in August, 2015. In view of the COVID-19 pandemic situation, the classes of residential programmes were conducted through online mode. In the year 2020-21, the 17th batch of PGDRDM, 12th batch of PGDSRD, 9th batch of PGTDM and 5th batch of PGGARD were completed. The fresh batches of these programmes were started during the year and are ongoing.

1.6 NIRDPR-North Eastern Centre, Guwahati

The North-Eastern Regional Centre of NIRDPR was established in 1983 in Guwahati with a view to orienting training and research activities to the specific needs of North-Eastern states of India. During 2020-21, 104 training programmes including 46 NRLM programmes were conducted involving 18302 participants. The training programmes included on-campus and off-campus programmes at SIRDs and other institutions in the region.

Altogether, nine research studies were taken up during the year under different categories, namely research studies, case studies, collaborative studies and that of action research and village adoption. Out of these, five have been completed and the remaining four are under progress.

1.7. Policy Advocacy

NIRDPR, as an apex Institute, is envisaged to serve as a think tank for the areas of Rural Development and Panchayati Raj. As part of this, the Institute undertakes action research and research studies, workshops, seminars, etc., on different facets of rural development and provides inputs for

policymaking and effective management of the various government programmes. These serve as cutting edge feedback to the Central and State governments about the nuances in development administration and management.

1.8. Administration and Finance

Administration and Finance wings of the Institute support and facilitate the faculty members in undertaking training, research and consultancy activities. The policies of the Institute and strategies are determined by the General Council (GC). Hon'ble Union Minister for Rural Development and Panchayati Raj is the President of the Council. The management and administration of the Institute is vested in Executive Council (EC) with Secretary, Rural Development as its Chairman. The Director General is responsible for the overall management of the Institute. The Academic and Research Advisory Committees help the Institute in the form of guidance in planning the training, research, action research and consultancy and academic activities. Based on the recommendations of Prof. Y. K. Alagh Committee, the Institute has been restructured into schools having centres within each school.

The functions of the Finance and Accounts division of the

Institute, inter alia, include budgeting, drawl of funds, accounting, classification of receipts and payments, preparation and compilation of Annual Accounts, submission of audited annual accounts to the Ministry, in addition to rendering financial advice on various matters relating to administration/training/projects for decision-making by the management.

1.9. Dissemination and Publications

NIRDPR has a mandate to disseminate information on rural development. The Institute continued its efforts in publishing literature on rural development issues during the year. The quarterly 'Journal of Rural Development' published by the Institute occupies a place of pride among leading academic journals on rural development and decentralised governance. The Institute's Newsletter 'Pragati' in English and Hindi is published to provide wide publicity to training programmes and highlight various activities undertaken by the Institute on a regular basis. Additionally, the Institute brings out publications under the Research Report series and Case Study series. The Institute's Library has successfully completed the digitisation of institutional publications such as Research Highlights, training/reading materials, and faculty publications on rural development.



CHAPTER - 2

TRAINING & CAPACITY BUILDING

Training and Capacity Building is one of the major activities of the Institute to strengthen the rural ecosystem and Panchayati Raj Institutions (PRIs). NIRDPR has the expertise and good infrastructure to train senior and middle level development officials and elected representatives of PRIs engaged in policy formulation, management and implementation of rural development programmes. The programmes are intended to create knowledge base, develop skills and infuse the right attitude and values among the participants. The focus of the programmes of NIRDPR is on building capacities of development professionals of the country for effective management of ongoing initiatives for rural development. The participants report a high level of satisfaction as the Institute innovates and adopts new training methods and techniques on a continuous basis. This has led to improvement in the quality of training programmes while making them more need-based and focused. The findings of the research, action research, village adoption and case studies are also utilised in the training programmes. The training programmes have attracted a significant number of international participants across the world, particularly from developing countries of Asia and Africa. NIRDPR is also engaged in the capacity building of State Institutes of Rural Development and Panchayati Raj (SIRDPRs) and Extension Training Centres (ETCs) to carry the learning forward to the grassroots levels in a cascading mode.

2.1. Objectives

The programmes of NIRDPR are designed with the following objectives:

- Build awareness, improve skills, infuse right attitude and broaden knowledge of the development functionaries for effective programme planning and implementation;
- Develop strategies on emerging needs of rural population through workshops, seminars and consultations;
- Facilitate behavioural changes among development personnel towards passionate contribution for sustainable rural development;
- Familiarise the development functionaries with the best practices and success stories in managing the development programmes.

2.2. Clientele Groups

The programmes are designed for senior and middle level officials of the Central and State government departments dealing with rural development programmes, elected and official members of the Panchayati Raj Institutions and other stakeholders including Non-Governmental Organisations (NGOs), Financial Institutions, Public Sector Undertakings (PSUs), academicians, international participants, etc.

2.3. Planning and Management of Training Programmes:

The annual training calendar is developed juxtaposing the broad trends emerging in rural development with the vision and mission of the Institute. The outcomes of the deliberations of the workshops and seminars, research findings and feedback from the training programmes are also factored in the preparation of the training calendar. The requirements for off-campus courses are identified in consultation with SIRDPRs and State governments. The training needs of various programme divisions of the Ministry of Rural Development and Ministry of Panchayati Raj are also taken into account for drawing up the annual training calendar. Further, the feedback from the impact assessment report of Institute of Rural Management Anand (IRMA) on the activities of NIRDPR has also been taken into account while designing the training calendar.

During the year 2020-21, COVID-19 had impacted the lives of people across the world. In order to confront the unprecedented challenges posed by the pandemic, the Institute had to change its training and capacity building strategies. A paradigm shift was made in the training strategy by switching the delivery of the training programmes to online mode. Most of the themes for online programmes were kept the same as per the approved training calendar. In the initial months of the financial year, awareness generation programmes on COVID-19 were organised for raising awareness of the functionaries up to the grassroots level. By the end of the year, the Institute delivered a mix of on-campus and off-campus programmes. About 92 per cent of the programmes in the year were conducted online. The Institute used various tested tools for the delivery of these online programmes.

As a part of the efforts of the Institute to reach out to a large number of stakeholders and more importantly to strengthen capacity building of functionaries at State and sub-State levels, programmes were planned in the form of off-campus and networking programmes. Besides, a series of Training of Trainers (ToT) programmes were also designed for the faculty of the SIRDPRs/ETCs, State and district level resource persons and master trainers for facilitating capacity building in cascading mode.

2.4. Training Methods

Keeping in view the varied nature of the training imparted and diverse profile of the participants and online nature of training, appropriate training methods were used. Some of these methods included; Lecture-cum-Discussions, Case Studies, Group Discussions, Panel Discussions, Exercises and Hands-on Sessions (demonstrations), success stories, etc. As part of the training methodology, presentations by the resource persons, both in-house and external, and experience sharing and interactions with the participants were facilitated.

2.5. Training Quality Improvement Measures Committee (TQIMC)

In order to make the training more effective, improving the qualitative aspects of the training programmes has always

been the priority of the Institute. In this regard, Training Quality Improvement Measures Committee (TQIMC) was constituted with the members drawn from internal and external subject experts to scrutinise the course designs and materials, and suggest measures to improve the programmes. The TQIMCs meet once a quarter to constantly upgrade the quality of the training programmes.

2.6. Training Programmes: 2020-21

Due to COVID-19 pandemic situation in the country, most of the training programmes were conducted online. A total of 1018 training programmes were conducted during the year. The year saw the highest number of participants i.e., 96,673, in the history of the Institute. In order to meet the State-specific requirements and to enhance the capacities of the faculty members of SIRDPRs, ETCs and other RD and PR institutions, 54 off-campus programmes and 95 offline programmes were organised by NIRDPR and its Regional Centres. CIAT&SJ conducted five programmes at Consultancy cum Guidance Centre (CGC) Vaishali. Out of the total 1018 programmes, 85 focused on COVID-19 awareness generation. The average score of the effectiveness of training programmes based on participants' feedback was 83 per cent.

The category-wise break-up of the training programmes conducted by the Institute is presented in Table 2.1 below:

Table 2.1: Type of Programmes Organised in 2020-21

S. No.	Type	NIRDPR	NIRDPR-NERC	Total
1	Training Programmes (Online)	549	85	634
2	Training Programmes (Offline)	91	4	95
3	Training Programmes (Off-campus)	49	5	54
4	Workshops & Seminars	217	7	224
5	International Programmes	6	3	9
6	Networking Programmes	2	0	2
	Total	914	104	1018

2.7. Profile of Participants

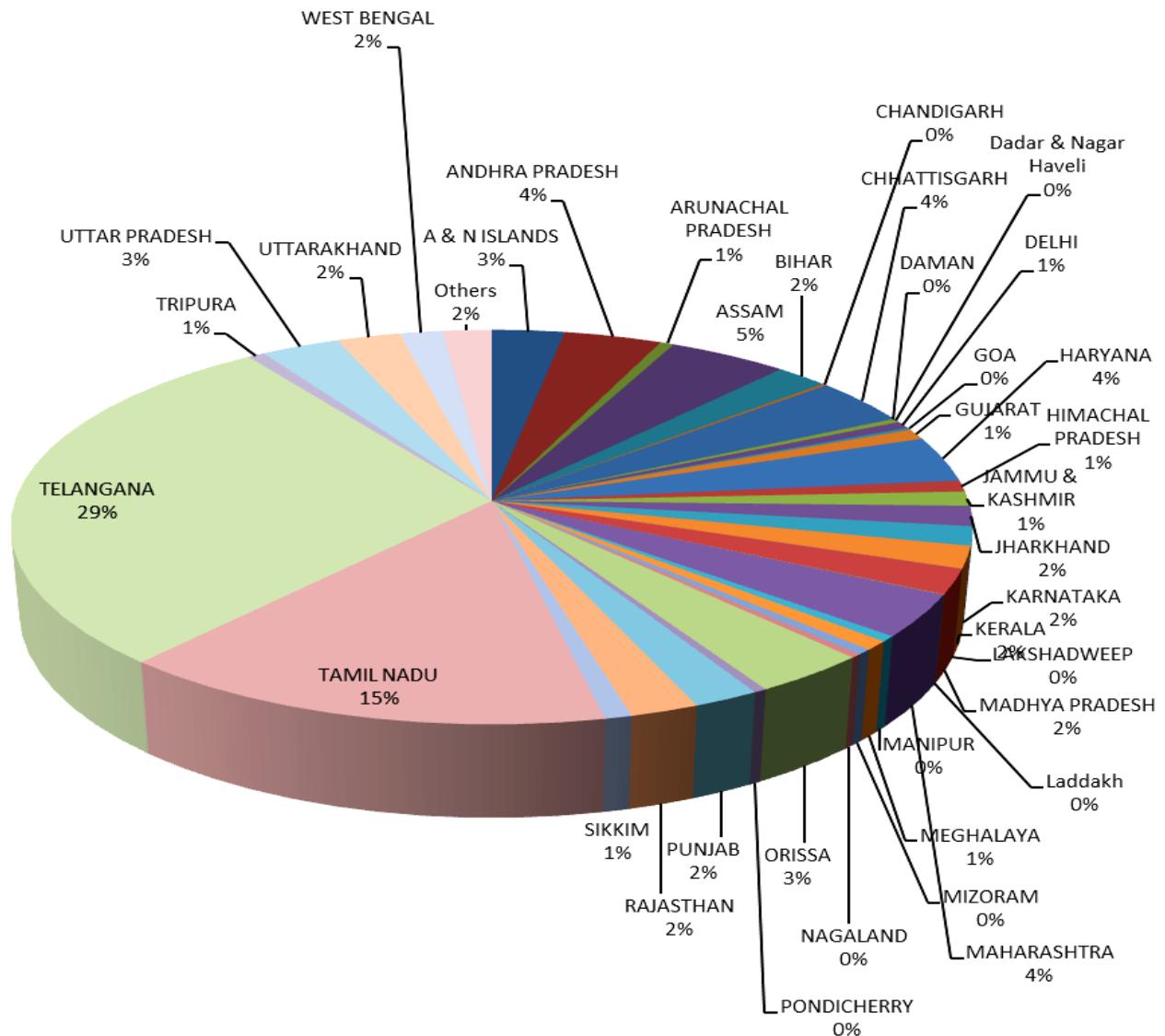
As seen from Table 2.2, majority of the participants of the training programmes were Government Officials (28.96%) followed by PRIs (28.39%). A sizable number of representatives from Research and Training Institutions, Non-Government Organisations (NGOs), Community-Based Organisations (CBOs) and others, namely SHGs, farmers and youth, were also part of the group who got benefitted from the training programmes.

2.8. State-wise Participation

As seen from the Graph-1, the States such as Tamil Nadu and Telangana have taken maximum benefit of the training programmes of NIRDPR. They are followed by Chhattisgarh, Assam, Haryana, Andhra Pradesh, Odisha and Maharashtra. These States accounted for about 60 per cent of the total participants of the training programmes. Special efforts are needed to encourage other States to take the benefit of training programmes (Graph 2.1).

Table 2.2: Profile of Trainees

S. No.	Category	NIRDPR	NERC	Total
1	Government Officials	23168	4833	28001
2	Financial Institutions	155	4	159
3	PRIs	17570	9877	27447
4	NGOs & CBOs	4874	195	5069
5	National and State Institutes for Research and Training	18504	320	18824
6	Universities and Colleges	1251	1148	2399
7	International	381	107	488
8	Other Stakeholders	12377	1818	14195
9	Networking Programmes	91	0	91
	Total	78371	18302	96673

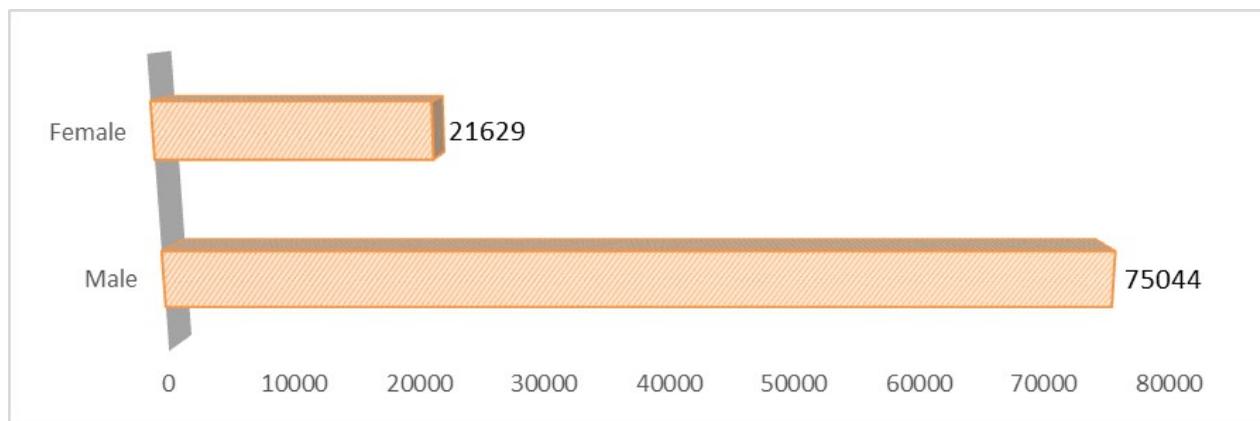


Graph 2.1: State-wise Participation in the Training Programmes of NIRDPR

The details of the training programmes conducted by NIRDPR and the category-wise and month-wise participants of the NIRDPR covering both the Headquarters and North- Eastern Regional Centre at Guwahati, Assam are given in **Annexure-I**.

2.9. Gender Distribution in Training Programmes

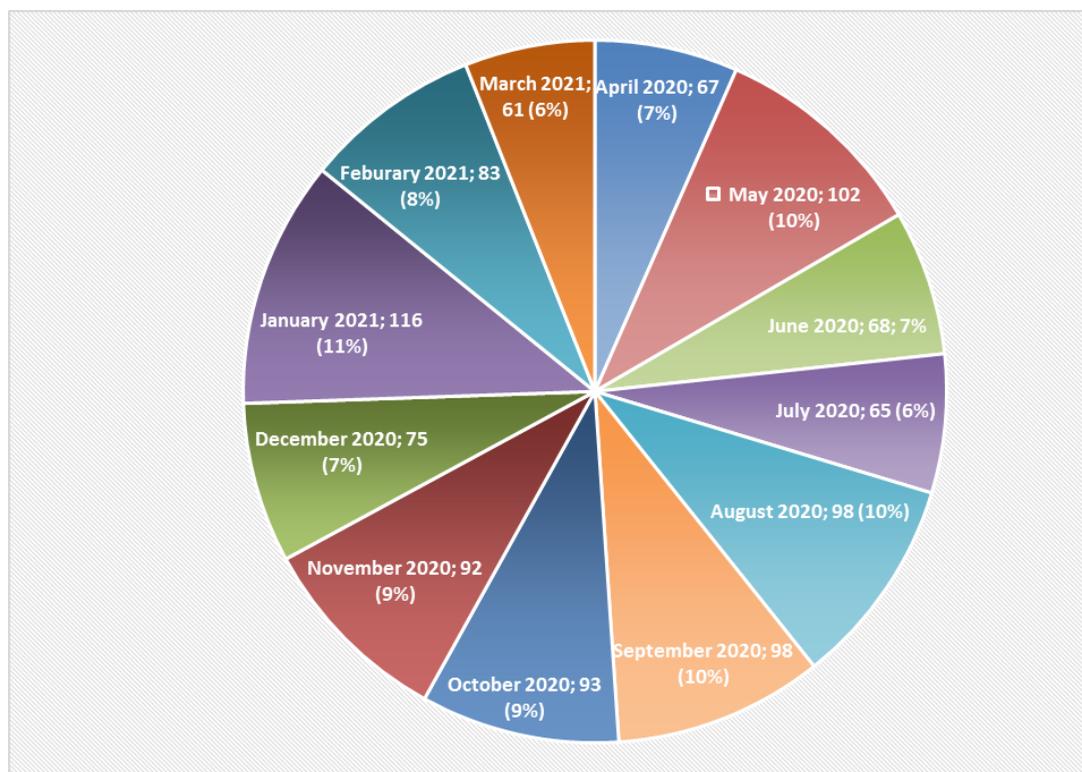
NIRDPR makes concerted efforts in designing programmes that are gender-neutral in nature. The programmes were designed to ensure equal participation of both the male and female participants.



Graph 2.2: Gender-wise Details of the Participants

Graph 2.2 shows that the participation of men was comparatively high as there are many thematic areas where

the presence of women is comparatively less vis-a-vis men.



Graph 2.3: Month-wise Distribution of Programmes of NIRDPR

2.10. Themes of Training Programmes

The overall aim of the programmes is to facilitate sustainable rural development integrating economic and environmental dimensions through the empowerment of rural people. Themes have been planned keeping in view the capacity building needs of development professionals in the context of the emerging rural scenario. The focus is on effective planning and management of ongoing rural development flagship programmes and empowerment of PRI functionaries.

The main themes of programmes organised during the year

including rural livelihoods and micro enterprises, Gram Panchayat development plan, convergence, social audit, good governance, rural credit management, solid waste management, natural resource management, applications of GIS and ICT technologies for rural development, etc. Specialised programmes to cater to the specific needs of flagship programmes like DDU-GKY, DAY-NRLM, etc., and for the needs emerging from time to time are also organised. Theme-wise details of the training programmes are presented in Table 2.3.

Table 2.3: Theme-wise Programmes

S. No.	Themes	Total
1	Poverty Reduction and Livelihoods	679
2	Making PRIs effective	68
3	Transparency and Accountability in Governance	106
4	Natural Resource Management	40
5	Building Responsive Administration	45
6	Innovation and Best Practices in RD	43
7	Participatory Planning and Decentralisation	2
8	Gender Budgeting and Gender Responsive Governance	7
9	Rural Micro-Enterprises	9
10	Community Empowerment	19
	Total	1018

2.11. Important Themes of Programmes

A sampling of the significant themes of training programmes, workshops, and seminars during the year is given in **Annexure-IX**.

2.12. Regional Off-Campus Training Programmes

In order to meet the State-specific requirements in the field of Rural Development and Panchayati Raj and to build the capacities of the faculty members of SIRDs, ETCs and other Rural Development and Panchayati Raj Institutions, 54 off-campus programmes were organised by NIRDPR and its regional centres.

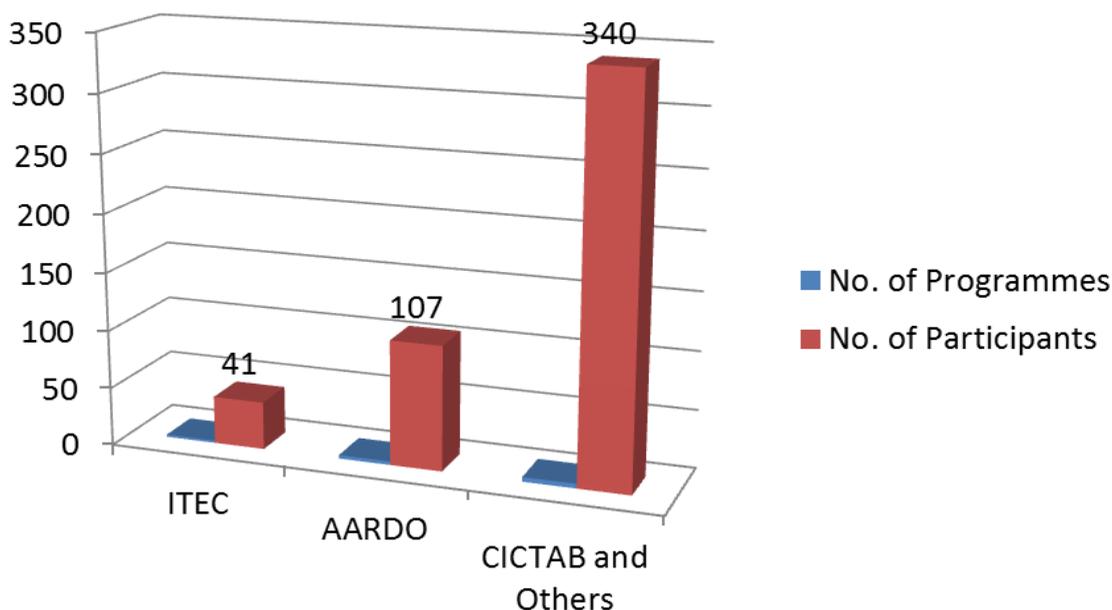
2.13. International Programmes

As part of the efforts to share the Indian experience for the benefit of developing countries, the Institute has been organising international training programmes on different themes of Rural Development and Panchayati Raj. These programmes were conducted in collaboration with the Indian Technical and Economic Cooperation (ITEC) and African-Asian Rural Development Organization (AARDO).

Majority of the NIRDPR training programmes were conducted online and a total of 488 international participants attended the programmes. The participants were mainly from the developing countries in Asia, Africa and Latin America such as Algeria, Bangladesh, Egypt, Lebanon, Ghana, Mauritius,

Malaysia, Morocco, Namibia, Sudan, Sri Lanka, Nigeria, Oman, Pakistan, Syria, Taiwan, Mongolia, etc. The details of

programmes and participants of international programmes are presented in Graph 2.4.



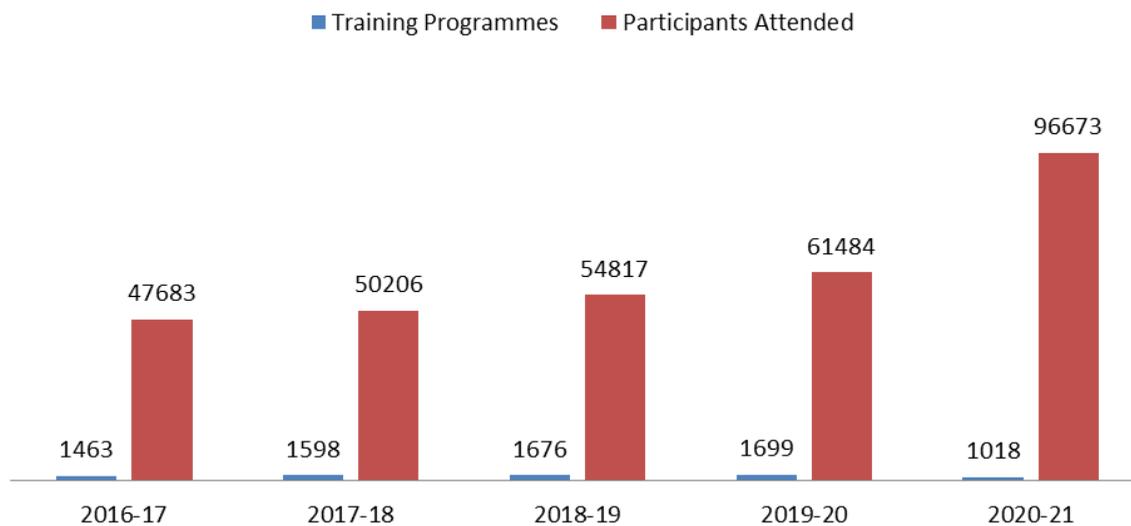
Graph 2.4: International Training Programmes (2020-21) - 9 Programmes/ 488 Participants

The details of the themes of the international programmes are given in **Annexure-X**.

2.14. Training Performance over the Years

The training performance during the past five years starting from 2016-17 is depicted in Graph 2.3. Due to the COVID-19 pandemic and subsequent lockdown, most of the programmes were conducted online. However, there is a

significant increase in the number of participants when compared to all previous years. As evident from the graph, the performance has consistently improved over the years. The increase is mainly on account of increased focus on training on flagship programmes, especially DAY-NRLM and DDU-GKY.



Graph 2.5: Training Performance for the Last Five Years

2.15 Training Performance - School-Wise

The training performance of different Schools/Centres of the Institute is indicated in the following table. It can be seen that the School on Rural Livelihoods and Infrastructure has

organised more number of programmes vis-à-vis other Schools. The details of the School-wise performance are presented in Table 2.4.

Table 2.4: School-wise Programmes

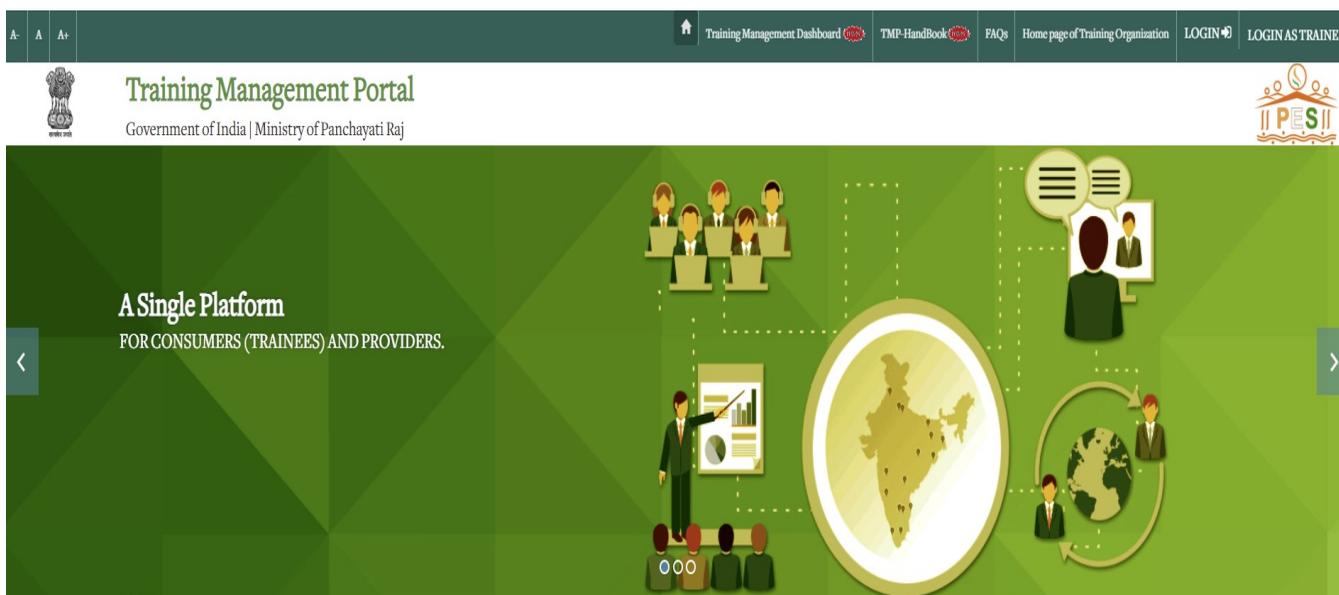
S. No.	Schools	No. of Programmes
1	School of Development Studies and Social Justice	53
2	School of Rural Livelihoods and Infrastructure	530
3	School of Sustainable Development	12
4	School of Public Policy and Good Governance	88
5	School of Local Governance	64
6	School of Science, Technology and Knowledge System	133
7	Professional Support Centres	10
8	School of Accountability and Transparency	22
9	NERC	104
10	Networking	2
	Total	1018

It is clear from Table 2.4 that School of Rural Livelihoods and Infrastructure conducted more than half of the total training programmes of NIRDPR in FY 2020-21.

2.16. Training Feedback

Performance of training programmes is evaluated through

e-evaluation on a five-point scale using Training Management Portal (TMP) and Google Forms. This assessment is done with reference to components such as training design, content, training methods, training materials, speakers' effectiveness, etc., so as to take corrective measures to improve the training programmes. The overall average score for the training programmes during 2020-21 was 83 per cent.



CHAPTER - 3

RESEARCH & CONSULTANCY

Research is one of the principal activities of NIRDPR to understand the emerging rural development issues arising from time to time and learn from the best practices in rural development. The research activities undertaken by the Institute also help in creating a database of rural development interventions and the detailed analysis of the data is useful for policy interventions. The research is also the backbone for capacity building efforts of NIRDPR.

3.1 Categories of Research

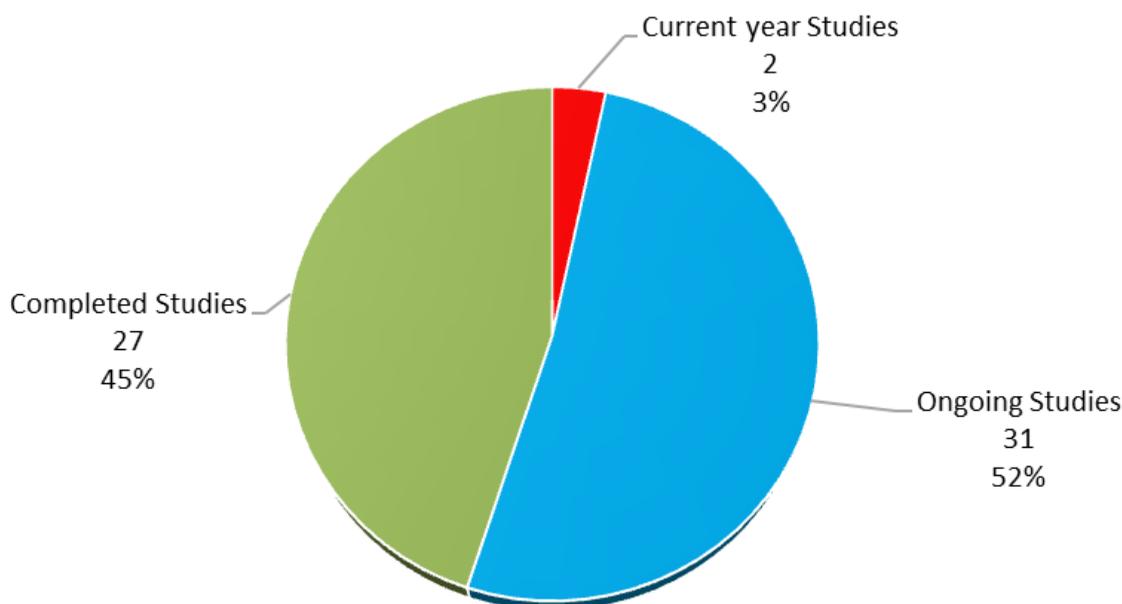
Keeping in view the qualitative and quantitative issues to be addressed, the research activities are defined into broad categories, namely Research Studies, Case Studies, Collaborative Studies, Action Research & Village Adoptions and Consultancy Studies. The research activities are undertaken on Rural development and Panchayati Raj related themes by the faculty members of the Institute. The action research is taken up to test the feasibility of research studies and assess the outcomes of policy recommendations. The case studies focus on successful rural development practices having specific training value and scope for replication. The

collaborative studies are undertaken by faculty members along with SIRDPRs/ETCs, National Institutions and NGOs, etc. Action research takes the researchers much closer to the problems at the grassroots level while promoting rural development endeavours.

Various consultancy studies are also taken up by the Institute, given the expertise of the faculty members and responsibility entrusted by various Ministries of Government of India and State Governments, and other organizations.

3.2 Research Studies Conducted in 2020-21

A total of 60 research studies (including 58 ongoing proposals of previous years) were carried out in 2020-21 under various categories, viz. Research Studies, Case Studies and Collaborative Studies. The details of the studies are given in **Annexures-II-IV**. Since the duration of some research studies spills over the financial year, the studies completed during the year under reference consist of those initiated during the previous years as well as some taken up in the current year.



Graph 3.1: Status of Research Studies in 2020-21

3.2.1: Research Themes and Focus Areas

The main thematic areas of research are Agriculture and Marketing, Evaluation of Training Efficiency, Fiscal Decentralisation, Gender, Good governance, Human Resource Development, ICT and e-Governance in Local Governance, Livelihoods, Rural Infrastructure, Social Development, Swachh Bharat, Tribal Development, Nutrition, Micro-Finance and Digital Financial Inclusion.

3.2.2 Key Findings of the Research Studies

a. Status, Processes, Problems in Preparation of Gram Panchayat Development Plan (GPDP) and its Impact on Panchayat Service Delivery and Way forward for further Strengthening of GPDP- Dr. Chinnadurai

The major objective of this research is to understand the status of devolution, People's Participation, level of Convergence, processes and problems while preparing GPDP. This study was carried out in 12 States and 2 Union Territories. The field based evidences of the study clearly reveal that, the mission and process of GPDP not taking place as intended in the constitutional 73rd amendment Act. The GPDP is a ceremonial exercise for preparation of a wish list and annual activities of Panchayat were only focused for the purpose of receiving funds under central and state finance commissions. In this regard, it is recommended that, appropriate sensitization is required to all the stakeholders on the importance, need and relevance of GPDP to the elected representatives, and officials and people.

Andhra Pradesh, Sikkim, West Bengal, Karnataka and Andaman & Nicobar are having adequate human resources at the GP, especially AP and Sikkim has subject specialists to plan and implement various development activities, therefore those states are performing well. Only one person called 'Panchayat Secretary' is responsible to look after the umpteen numbers of schemes and along with the routine administrative works and citizen oriented services. But, the states like Punjab, Manipur, Chhattisgarh and Odisha do not have manpower to perform multiple tasks. In many cases, one person has to take charge of more than one Panchayat. In the states like Punjab and Uttarakhand one Panchayat Secretary is taking charge of more than 10 GPs. In the case of Manipur majority of GPs and around 50% in Punjab do not have office building.

There is a necessity to encourage and enable local institutions to participate in the planning process. The institutions like schools, colleges, universities, technical institutions, sectoral departments, NGOs, CBOs, youth, women and farmer associations, etc functioning within the Panchayat have to be encouraged to take part in GPDP preparation.

b. Emergency response towards safeguarding child rights: A study to understand strategies and approaches for responding to children's rights and needs in the wake of COVID-19 pandemic in India - Dr. N. V. Madhuri and Ms. Bijita Dev Sharma

This research seeks to understand the situation with regard to India's emergency response to children's needs and rights in the face of the COVID-19 pandemic. The study uses a rights-based approach and tries to highlight the strategies and approaches used by (1) state and national governments in implementing the schemes that are especially focused on addressing child-specific services and (2) identify and document the emergency response strategies employed by INGOs, NGOs and CSOs that work on child rights issues especially in the context of Gram Panchayats and the concerns faced as a result of mass migration and their response to it. It is hoped that documentation of such approaches will help in (a) creating a repository of approaches that can possibly be referred to for any future emergency response work for children, (b) help capture good practices in emergency response from a child rights perspective and (c) benefit other organizations and those working in the field of child rights through knowledge sharing and dissemination of findings.

The study is primarily based on secondary research and as such literature review has been the main methodology for information collection. However, in addition to literature review, the study has also undertaken primary data collection through telephonic interviews with NGO heads and key personnel to get a first-hand account of the key strategies that have been used for responding to the immediate challenges faced with regard to children's services during COVID-19 and the subsequent lockdown in India.

In the face of the COVID pandemic, Government of India tried to take some emergency steps that specifically focused on children to ensure that essential services were made available to all children uninterrupted even during the period of lockdown and after. The government also put in place a

number of child-centric responses for attending to the emergency situation that arose during the pandemic. Some of those pertaining to children's immediate needs such as food and nutrition under ICDS for the various anganwadi centres in India were operating even during and after the lockdown. The pattern of food distribution however was changed to minimize human contact. A door-to door distribution of dry ration such as wheat, pulses and rice in place of cooked meals was undertaken and the ration was handed over to the parents of children belonging to the age-group of 0-6 years.

Education and learning were the worst affected as schools and colleges were shut down with immediate effect following the declaration of nation-wide lockdown in March. E-portals such as Diksha which is a repository of e-content for students, teachers and parents that has been aligned with the NECRT curriculum and developed under the guidance of the CBSE Board; e-Pathshala, a learning app developed by NCERT in multiple languages for Grades 1 to 12 that consists of books, videos, audio, etc. aimed at students, educators and parents in multiple languages including Hindi, Urdu, and English; Swayam Prabha which is an initiative that has 32 DTH TV channels transmitting educational contents on 24 x 7 basis. These channels are available for viewing all across the country using DD Free Dish Set Top Box and Antenna. The channel schedule and other details are available in the portal. The channels cover both school education (classes 9 to 12) and higher education (undergraduate, postgraduate, engineering Out-of-school children, vocational courses and teacher training) in arts, science, commerce, performing arts, social sciences, engineering, technology, law, medicine and agriculture.

In view of the rising numbers of cases with respect to child labour, child marriages and child trafficking in the country, a number of civil society organizations and activists came together to put together a policy brief with general as well as specific recommendations to the Government of India for addressing the situation. The recommendation had policy directives on the need for increasing funding for child protection initiatives, childcare facilities and homes so that vulnerable children are cared for, institutionalizing core child protection services in all districts, systems for reporting violence against children as well as safety and wellbeing of frontline workers and caregivers including Anganwadi workers who should be included as 'essential service' under ICDS.

India has shown resilience in the midst of chaos and tried to constantly adapt and innovate. Some of the practices such as

using the 'multilateral platform approach' for concentrated and effective response as shared by UNICEF India, or the initiation of digital classes through innovative media such as e-Pathshala and Swayam prabha by the Government of India are some of the good adaptive practices that were adopted and can be institutionalized in future.

c. Analysis of irregularities identified through Social Audit in MGNREGS – Dr. C. Dheeraja

This study was undertaken to understand what sort of issues/irregularities/ misuses/ corruption practices are emerging out of the conduct of social audits and how effective the remedial measures are and how they are leading to the effective implementation of MGNREGS. Data pertaining to issues/ irregularities identified in social audit of MGNREGS for the years 2018-19 and 2019-20 have been taken from SAUs and MGNREGS MIS. 10-15 irregularities from each state were identified on the basis of the highest misappropriation amount involved and a detailed case documentation was done by visiting work sites along with interviewing different stakeholders. The trend analysis of three years (2017-2020) was captured by taking data of Social Audit findings from MGNREGA Social Audit MIS.

The study was taken up in 3 states where a good number of issues/ irregularities are identified by the social audit units. The states are 1) Jharkhand, 2) Telangana and 3) Andhra Pradesh. It was found that financial misappropriation had gone down from 29% in the FY 17-18 to 21% in the FY 19-20. Grievances also declined from 21% in the FY 17-18 to 14% in the FY 19-20. Financial deviation had gone up from 18% in the FY 17-18 to 22% in the FY 19-20 and Process violation had gone up from 32% to 43% in the FY 19-20. Frequently Reported issues under Process Violations are, Rozgar Diwas was not conducted on regular basis, Citizen Information boards were not put up, Pay slips were not issued to workers, No process to collect work applications, Worksite facilities were not provided, Non-payment of compensation for delayed wages and unemployment allowance, etc.

Frequently repeated issues under Grievances are related to Wages payment, Job cards, and work site facilities etc. Out of 15, 75,134 total issues reported for the FY 17-20, 3, 53,536 issues were closed and this accounts to 22%. Out of 3,69,606 Financial misappropriation issues reported for the FY 2017-20, 60,287 issues were closed and this accounts to 16%.

Based on the findings, the study suggests that quality of the social audit should be improved. Social audit should not be

limited to financial audit, importance should also be creating awareness to wage seekers on rights and entitlements along with grievance redressal. The resource persons should be trained on proper documentation of the issues along with evidence collection. Quality of the social audit report should be improved. In some cases, resource persons have reported partial information which leads to drop the issue easily by the presiding officer in the public hearings. As a policy 5% of audits to be test checked. This will make the resource persons will be conscious and do the audit. The State implementing agency should form an independent committee comprising the officials from the RD, SAU representative, civil society representatives to follow-up and review on the action taken on fast track basis.

d. Access to finance by MSEs in the Indian Economy and its Impact on the MSE Sector – Dr .M. Srikanth

If farmers provide food and nutritional security to the nation, Micro & Small Enterprises (MSEs) contribute to Gross Domestic Product (GDP), employment, and exports of our country. MSEs face legacy issues such as lack of formal registration, inadequate & untimely credit, delayed receivables, technological obsolescence, negligible market linkages, absence of exit policy, etc. Out of all the challenges, access to finance is the major issue that MSEs have been facing across the country. Besides, the MSEs have long delayed receivables on their books which stretch their working capital cycle and hike their interest costs substantially. Though the Micro Small and Medium Enterprises Development (MSMED) Act, 2006 stipulates that the buyer has to make payment to these firms within 45 days, almost all the MSEs are at the receiving end and face inordinate delay in collecting their receivables due to their low bargaining power. In view of the aforementioned, SIDBI funded Centre for Entrepreneurship Development & Financial Inclusion (CEDFI), NIRDPR in March, 2020 to examine the major road blocks being faced by the MSEs while accessing credit from banks and financial institutions in India and constraints of these firms in getting converted into formal entities.

After conducting pilot study, primary as well as secondary data related to MSEs have been collected to bring in a holistic view on the research topic. Besides, the study documented some case studies on MSEs illustrating the status of accessibility to finance. Primary data were collected from Uttar Pradesh (North), West Bengal (East), Maharashtra

(West) and Telangana (South) representing four different regions of the country. Interview Schedules were administered on 214 MSE entrepreneurs and 52 stakeholders.

The sample consists of 87.38 per cent male entrepreneurs and 12.62 per cent female entrepreneurs. Majority of the enterprises (51.40 per cent) were owned by general category followed by other backward classes (40.19 per cent). A majority of the entrepreneurs (66 per cent) pursued higher education i.e., degree and above. First generation entrepreneurs were a greater part of the sample (73 per cent) and a majority of the entrepreneurs (72 per cent) were running their enterprise for more than 5 years. While 64 per cent of the enterprises of the sample were into manufacturing and 36 per cent were engaged in services. A total of 13 per cent of the entrepreneurs of the sample were SHG members.

From the primary data, we found that nine out of 10 MSEs depended on informal sources for working capital as well as term loans. In fact, these loans were high cost funds and would adversely affect their profitability. It is observed from the field survey that more than half of the MSEs in the sample were unregistered entities and had never approached a bank/FI for sanction of a loan. One-third of the sample respondents did not pay any tax. However, 57 per cent of the sample entrepreneurs paid GST, 46 per cent paid income tax. The sample mainly comprised proprietorship firms (72 per cent), and private limited companies (15 per cent). Only one-tenth of the sampled MSEs were involved in exports. While three-fourth of the MSE respondents used digital banking channels for their business operations, entrepreneurs from Maharashtra were found to be more financially savvy than those of other States. Most of the MSEs in the four sample States cited challenges while accessing finance from formal banks/FIs such as insufficient information on different loan products, absence of credit counsellors/mentors while applying for loans, non-cooperation of the loan officers, lack of adequate credit, non-availability of timely credit, inability to meet the requirement of collateral security, high rate of interest on the loans, and inadequate moratorium period while sanctioning the loan in that order.

As per the secondary data, procedure for registration of the MSEs had been changed thrice by the government during the last one and a half decades, which confused MSEs. The study found that there is a secular decline in average size of the loan since 2016 i.e., perhaps due to enhanced coverage under MUDRA loans. Since 2015-16, it had been decreasing and reached to Rs. 3,38,872 as of December, 2020. If inflation is

taken into account, the decrease in the loan size is significant in real terms. Out of the estimated number of 6.34 Crore MSEs in 2015-16, only 4.18 crore (65.93 per cent) could access formal institutional finance as of December, 2020. However, a notable feature is that there is a high growth rate of NBFC credit to MSEs during the last five years i.e., 133 per cent between FY2016 and FY2020. It is noticed that the micro & small entrepreneurs had been facing inadequacy of loans and they had to arrange funds to the extent of 80 to 95 per cent from other sources, which are high cost funds. This would dent their profit margins.

It is also observed that the credit to services sector as a proportion to manufacturing sector was less than 100 per cent until FY2010 and gradually it increased to 220 per cent by FY2020. Stakeholders, mainly bank officials, felt that banks/FIs reject loan applications from the MSEs mainly due to generation of low cash flows by the MSEs (78.85 per cent), inability to meet the requirement of collateral security (78.85 per cent), no or low credit rating (75 per cent), lack of adequate market linkages for their products/services (75 per cent), non-compliance with the requirement of margin money (73.08 per cent), absence of formal registration (73.08 per cent), non-maintenance of authentic records (71.15 per cent), and diversion of funds (69.23 per cent) in that order. The stakeholders also listed out other possible reasons such as poor succession planning, technological obsolescence, lack of financial/digital literacy, which are real hurdles for the MSEs in accessing finance from the formal financial institutions in India. It is gathered from our field study that some of the entrepreneurs were hit hard by COVID-19 and their savings had been exhausted. Therefore, three policy support measures were essential to revive the businesses of MSEs during the post-pandemic situation namely adequate and timely credit, better marketing support and adoption of technology. After all, a resilient and healthy MSE sector is essential for making a big impact on India's inclusive growth story.

e. A century of Agrarian change in Lower Cauvery Delta: A study of Palakurichi village (1918- 2018) – Dr. Surjit Vikraman

The study of the village of Palakurichi in the Thanjavur region (present Nagapattinam district) of Tamil Nadu stands unique with the fact that it was one of the 'Slater villages' studied since 1918, and the agrarian relations in the villages has been studied in every two decades for nearly a century since 1918. So far, there are five studies of the village, done by eminent

scholars sketching out the socio-economic changes in the village, agrarian relations and livelihoods of households in the village. This is the sixth study of the Palakurichi village since the first study in 1918, followed by studies spanning over a period from 1918 – 2018. The specific objectives of the study were to a) characterize the agrarian structure and agrarian relations and its changes over a century (1918 – 2018) in Palakurichi village of lower Cauvery delta region, b) analyse the socio-economic conditions of households in the village, and how it has changed over a century, c) to understand how Dalit households are positioned vis-a-vis to other households in terms socio-economic changes during this period, and d) to assess the role of important public supported agriculture and rural development programmes in transforming the lives and livelihoods of households in Palakurichi village. The most important conclusions that emerged from the long term analysis of agrarian relations and social change weaved from all the six studies of Palakurichi village, including the recent study of 2019 are as follows:

The village has remained primarily an agrarian village for a century, dependent entirely on agriculture for livelihood for majority of the households.

The occupational diversity of Palakurichi village has been stagnant with a large share of the work force engaged in agriculture sector for a long period from 1918 to 2003. However, as per the study of 2019, the occupational workforce underwent a slow transformation from dependence on agriculture sector to non-agriculture sector. This transformation was supported to an extent by employment generation through implementation of MGNREGA programme also.

The studies on Palakurichi at different points of time sketches the extremely oppressive and discriminatory treatment extended to Dalits in the village, and the deplorable and vulnerable living conditions faced by them for a long period before they could mobilise and fight against such oppressions and demand for basic necessities of life. These efforts were later complemented by the various public supported programmes like Public Distribution System (PDS), Indira Awas Yojana (IAY) and Pradhan Mantri Awas Yojana (PMAY) and MGNREGA, aimed at improving lives and livelihoods of vulnerable households.

A significant change in landownership was achieved through the implementation of Land for Tillers' Freedom (LAFTI) programme in Palakurichi. This was a remarkable transformation in the lives of Dalit households in Palakurichi that gave them access to land ownership and a major

upliftment in terms of improved social relations and economic opportunities. However, the fact that more than half of Dalit are landless is a major constraint towards achieving equity in social and economic development.

The analysis of changes in the agricultural production conditions and agrarian relations in Palakurichi village brings to the forefront the necessity of specific policy or programme that could address the stagnation and decline in the agriculture sector, particularly during the post-green revolution period. Policies and programmes for making agriculture sector viable through cropping pattern changes to perennials and less water absorbing crops suitable for the agro-climatic characteristics of the region, diversification to allied sectors including livestock, particularly focusing on small ruminants is inevitable. Promotion of programmes and policies to increase employment opportunities through skill development and entrepreneurship development in non-agriculture sector should be given priority. Specific policies should also be formulated to address the various forms of deprivations faced by Dalit households.

f. Impact Evaluation Study of Farmer Producers Organizations (FPOs) in Andhra Pradesh State – Dr. Radhika Rani

Agriculture sector plays a very important role in both economic development and nation building. Farmer Producer Organizations, the third-generation institutional models of farmers' collectives, have been proving to be harbingers of hope for the vexed issue of agrarian crisis in the country. Farmers are facing a range of issues and challenges concerning the value chain development activities from inputs up to processing and marketing. FPOs are attempting to guide the farmers about collectivization of specific value chain development activities of their respective agriculture commodities leading to perceptible incremental incomes. PRODUCE FPOs are the first batch of FPOs which have been promoted by NABARD and their performance evaluation is extremely critical to shape the new generation FPOs under the series of subsequent schemes like PODF, ODOP, CBBO and Central Scheme for "Formation and Promotion of 10,000 new FPOs". The current study focused on evaluating the impact brought in by the PRODUCE FPOs in the lives and livelihoods of its shareholder members in Andhra Pradesh state. Out of 95 PRODUCE FPOs promoted, 20 FPOs are selected by means of both purposive and random sampling methods, encompassing all the 3 zones of Andhra Pradesh, Viz. Rayalaseema, South Coastal and North Coastal AP.

The study has found out that by and large the PRODUCE scheme has met its mission objectives and has been very well laid out across divergent crops, commodities, ethnic groups, livelihoods and agro climatic conditions. It is found that the PRODUCE scheme implementation was meticulous in terms of its planning, selection of POPIs, outlaying the scheme and operationalizing and rolling out the programme components. One of the key findings of the current study was that capacity building of all stakeholders is still a critical gap and there is need for more intensive training programmes addressing the specific issues and gaps of FPO formation and transformation. It is found that uniform approach for promotion of FPOs across divergent agro climatic and socio economic zones is leaving strategic gaps and there should be a contextualized and area specific project design even within the state. Commodity focused FPOs have been critically challenged by the shareholder farmers for their approach on one or two commodities and the study found out that the FPOs should broad base their value chain development activities encompassing livelihoods basket for round the year employment and income generation. Small and marginal farmers, tribal farmers and women farmers are found to be still marginalized when it comes to their inclusion in FPO movement. The study has found that the existing social infrastructure in the form of SHGs should be leveraged to full extent in strengthening the membership base comprehensively. Statutory Audit of FPOs is an area of concern as majority of the sample audited financial statements are found to have technical flaws and there is a need to standardize the statutory audit formats, norms for recognition of income and expenditure of FPOs.

The FPOs are found to have set very good tone for convergence with the government sponsored schemes and bank linkages but there is a need for deepening the engagement of FPOs in these critical areas. When it comes to sector specific FPOs like small ruminants, livestock and fisheries based FPOs, the initiative is found to be acceptable to farmers, but the areas of convergence, technology support and processing are still an area of concern. Bank linkages are still elusive and Bankers have to be trained in the techniques of appraising the loans of FPOs. The study revealed that convergence with Line Departments, service providers like ATMA, RARS and KVKs need to be strengthened for higher impact. The study has come out with series of recommendations based on the key findings of the current study which may help the policy makers and stake holders to re-design programme implementation strategies.

g. A Research Study on the e-Governance Readiness Index for a Gram Panchayat – Mr. Rajeshwar

Digital India's goal is to link all 2.5 Lakh Gram Panchayats to broadband Internet. This includes telemedicine, tele education, e-health, and e-entertainment. By June 2021, around 1.56 Lakh Gram Panchayats were operational. This will be extended to other villages in the country soon. The government has agreed to invest Rs.19,041 Crores more in Bharat Net's PPP model. It would help BharatNet connect all Gram Panchayats and towns. Although many apps have been created, the present environment does not encourage the Panchayat-level implementation of e-governance. States, however, take different measures to establish e-governance in each rural Panchayat.

In this backdrop, this study is intended to analyse capability and readiness of the Gram Panchayats to adopt e-governance in a full-fledged manner. This study concentrates on two states, namely Kerala and Madhya Pradesh, where e-governance performance seems to be better through the adoption of their own innovative applications among different states in the country. The selected states have already proven and recorded the success journey of e-governance implementation at Gram Panchayat level. From each state, four districts were randomly selected and from each district four Gram Panchayats were selected randomly based on the data provided by the respective states for collecting primary data on various indicators related to e-governance such as environment, readiness, usage and impact. The primary data were collected from the districts of Thrissur, Palakkad, Ernakulum and Kottayam in Kerala; and Mandla, Panna, Guna and Ujjain in Madhya Pradesh. In total, primary data were collected from 480 beneficiaries from sixteen Gram Panchayats of the sample districts in both the study states.

It is found that an average of 91 per cent of respondents have the ability to use a digital device, however only 55.4 per cent and 42.5 per cent are able to handle digital gadgets every single time. It was also discovered that only 57.5 per cent and 28.3 per cent of them had attended digital literacy programme, while over 50 per cent have shown an interest in digital literacy training. This means that the capacity development training courses, which enable rural people to use e-services, must be held at the ground level.

Common Service Centers (CSCs) created at Panchayat level in the Madhya Pradesh PPP method where all the Panchayats in

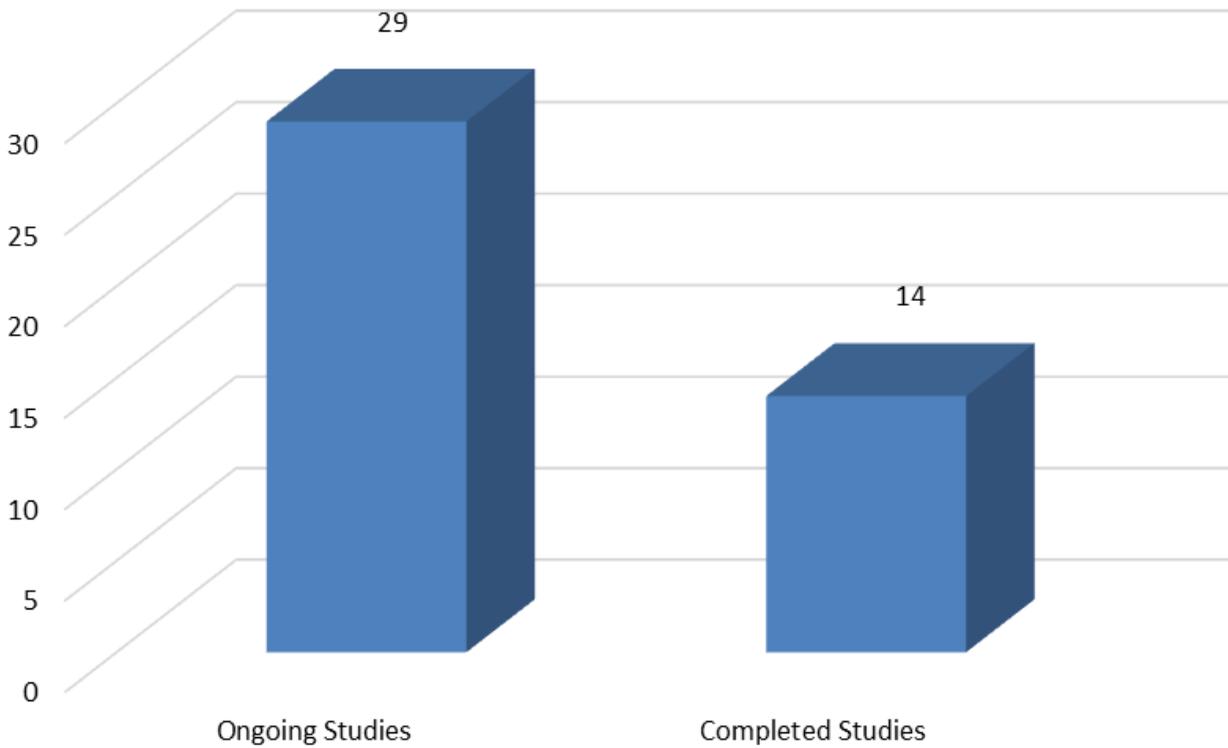
Kerala have comprehensive facilities to offer their people with digital services. With the services of CSCs and of GP offices in Kerala, beneficiaries are satisfied in respect of services (95 percent) and timelines (&0 percent).

Further, in Kerala, 73.33 per cent use e-services to commute from their home to workplaces for 15 to 30 minutes. In Madhya Pradesh, 64.58 percent prevailed that they use e-services for less than 30 minutes' journey time. This makes people more accessible to use e-services and e-governance in their hands at a Panchayat level.

Readiness indicator of the human resources to implement the operationalization of Gram Panchayat e-governance apps. As far as workers are taught to enhance their problem solving abilities, the Kerala State authorities replied as 68.18 per cent extremely large, and the Madhya Pradesh state officials reported as 75 per cent very high and high. The authorities from both States have the ability to deal with Gram Panchayat e-Governance apps. 63.63 per cent and 75 per cent of officers reacted significantly to the extent that workers are educated in the quality management system in both the study states. The Gram Panchayat workers are able to detect flaws and faults in the application software in the state of Kerala as well as and Madhya Pradesh. The programme helps to plan and manage the schemes, as stated in the State IT Department, which also supports data mining and the integrated service, reducing the cost of using the services. This implies that both the government apparatus and the citizen have a win-win scenario.

h. Engagement of Civil Society Organisations (CSOs) with Social Audit Unit (SAU) of Jharkhand: A Case Study – Dr. Rajesh Kumar Sinha

Civil Society Organisations (CSOs) have played a key role in advocating for, piloting and institutionalizing social audit in MGNREGA. Jharkhand is one of the leading States where CSOs have worked with SAU at different levels. To process document CSOs engagement with SAU in Jharkhand and to capture perceptions of CSO representatives and social audit resource persons this study has been conducted. Secondary information from Minutes of Steering Committee of the SAUs, Human Resources Policy of SAU, various Government Orders on social audit have been gathered. In addition, during personal interviews with the State Coordinator, representatives of CSOs and social audit resource persons also information with regard to the process, advantages, challenges, and suggestions for strengthening CSOs- SAU



Graph 3.2: Status of Consultancy Studies in 2020-21

collaboration was gathered. Out of total 72 CSOs engaged with SAU, 47 CSO representatives have been interviewed and out of total 240 social audit resource persons (DRPs and BRPs), 82 resource persons have been interviewed.

Key findings of the study are: Convener, NREGA Watch Shri James Herenj and Prof. Ramesh Sharan (Ex-VC, Vinoba Bhave University) have been included in the Steering Committee which serves as Governing Board for the SAU. SAU organises periodic consultation meets with CSOs to review the social audit process, formats for data collection, and report preparation. Steering Committee has constituted an independent Action Taken Report (ATR) Review Committee. This Committee has three CSO representatives. CSO representatives have been included in the selection committee for hiring SAU staff and resource persons. Most of the CSO representatives (approximately 62%) are engaged with SAU as members of jury panel at block, district and State level public hearings for social audit and review of actions taken on findings. Seventy seven percent of social audit resource persons interviewed told that they get support from CSOs or their representatives in mobilising community to participation in social audit exercise. Social audit resource persons have shared several benefits from CSOs engagement.

Important among them are increased community participation, proper decisions and effective actions on the issues identified, and logistics support to social audit team.

Based on the findings of the study, suggestions were given. State legislature may enact a law on transparency, accountability and social audit covering all development schemes/programmes. Such an Act may provide role to CSOs. SAU may prepare a data-base on CSOs working on different thematic areas and geographical regions of Jharkhand. CSOs that have conflict of interests may not be engaged in social audit. Periodic coordination meeting of SAU with CSO representatives at regional and & State level may be organised. More independence to SAU with no control of implementing agency over SAU. A department which is not implementing any scheme should be the nodal department for locating social audit unit within it. Enhanced security arrangements on the day of public hearing so that anti-social elements do not interfere in the decision-making on the issues identified by social audit team. To further strengthen participation in Gram Sabha, wage seekers may be given one day wage for attending Gram Sabha. Recovery of misappropriated amount must be quick and adequate. Information about follow up action taken need to be shared

with all resource persons, from State level to VRPs. Govt. officials and elected representatives need to be sensitized on the role of CSOs in social audit. Training of social audit resource persons should be more intensive for deeper understanding enabling them to facilitate social audits more effectively. CSOs need to be oriented on the theoretical/ideological basis of transparency and accountability as a process to deepen democracy. Provisions for paying honorarium, reimbursement of travel and accommodation costs, and other logistics support to participating CSO representatives may be made by the SAU.

A summary of the outcomes of a few completed Consultancy Studies are presented in Policy Advocacy chapter.

3.3 Consultancy Studies

Given the expertise available with faculty members and the wider attention garnered by the Institute, various Ministries of Government of India, State governments and corporate sector organisations often approach NIRDPR to undertake specific objective-oriented research studies, evaluation studies, etc. These studies are classified as Consultancy Studies. A few of the clientele groups in this regard are from i) Andaman & Nicobar Administration, ii) CICTAB, iii) Dept. of PR&RD, iv) Government of Jammu and Kashmir, v) Govt. of Andhra Pradesh, vi) NABARD, vii) ICSSR, viii) Ministry of Agriculture, ix) Govt. of Uttarakhand, x) MoPR-RGSA, xi) MoPR, xii) MoPR-RGSA, xiii) MoRD, xiv) MoE, xv) SIDBI, xvi) World Bank, xvii) UNICEF, xviii) Andhra Pradesh State Housing Corporation Ltd. Govt. of AP, xix) GBPIHESD, Almora, Uttarakhand, xx) University of Reading, UK, GCRF.

During the year 2020-21, 15 new consultancy studies were taken up in addition to the 28 ongoing studies that were taken up before 2020-21. A total of 14 consultancy studies were completed in 2020-21. The details of the studies are presented in **Annexure-VI**, **Annexure-VII** and **Annexure-VIII**. The details of Action Research Studies of the year 2020-21 are presented in **Annexure-V**.



CHAPTER - 4

TECHNOLOGY TRANSFER

Promotion of innovations and the spread of technologies play a vital role in improving livelihoods, enhancing the standard of living and income generation, especially among people living in rural areas. In the year 1991, NIRDPR initiated an innovative concept called Rural Technology Park (RTP) for promoting innovations and technologies relevant for the transformation of rural areas. RTP is operated in collaboration with the help of successful entrepreneurs for demonstrating potential technologies and undertaking technology-based entrepreneurial training programmes for scaling up in rural areas. Established in 65 acres, the RTP serves as a platform for the demonstration and dissemination of innovations and knowledge through the transfer of technologies or skill development training programmes.

RTP aims to facilitate access to a wide range of appropriate and affordable technologies to rural poor for increasing productivity and enhancing the quality of life, thereby enabling communities towards sustainable development in an accelerated manner. Over 40 types of capacity building programmes on various technologies are being conducted by the training-cum-production facilities created at RTP. A large number of rural youth and SHG women are trained through exposure-cum-training programmes and workshops on various rural technologies every year.

The National Rural Building Centre (NRBC) at RTP showcases cost-effective models of rural houses with 40 different technologies. A Sanitation Park that accommodates a number of models of affordable individual hygienic toilets for the rural masses was also established here. The Director General Bungalow is a sustainable housing initiative for promoting sustainable housing using appropriate technologies.

Technical Support Services:

- During the year, consultancy and technical support was extended to the National Fisheries Development Board (NFDB) in restoring the solar installations on NFFBB (National Freshwater Fish Brood Bank) at Kausalyaganga in Bhubaneswar, which were affected by flash floods caused by Cyclone Amphan.

- Development of two model anganwadi centres for the Telangana State Women and Child Department was facilitated to enable replication of the design in the entire State.
- Transfer of technologies viz., ice block making machines, cold rooms, solar dehydrators to WBSRLM, WBCADC, West Bengal was facilitated for the benefit of the self-help groups promoted by the said organisations of Government of West Bengal.



Solar Dehydrator Technology



Solar Ice block making Unit



Solar Coldroom Storage for Farmer Produce

Consultancy:

A study was taken up for the Andhra Pradesh State Housing Corporation Limited, Vijayawada on the present status of Nirmithi Kendras in Andhra Pradesh and to suggest the revival strategy for their effective functioning, covering the aspects of management, production, training, financial management and marketing, etc. The study was completed and the report was also submitted to the Andhra Pradesh State Housing Corporation Limited for consideration.

Special Initiatives in respect of COVID-19:

A do-it-yourself video was created on the production of two types of hand sanitisers viz., sanitiser (normal) and one with essential oils. These were uploaded on the NIRDPR YouTube channel for wider dissemination.

A do-it-yourself video was created on making affordable cotton masks using cotton cloth and the same was uploaded on the NIRDPR YouTube channel for wider dissemination.

New Technologies installed:

Demonstration walls of 1) Rammed Earth; 2) Wall were developed for the purpose of creating awareness of the said technologies to the construction workers including the civil engineers, etc.

Awards:

Indian Green Living Council awarded platinum rating to the Director General Bungalow, constructed on NIRDPR campus with sustainable alternative technologies.

Signing of MoUs:

An MoU was signed with IIT, Jodhpur on 15th September, 2020 for undertaking joint initiatives on broader aspects such as sharing of knowledge, conducting workshops/seminars, undertaking joint research, facilitating student exchange, etc.

Training programmes:

Keeping in view the challenges associated with COVID-19 pandemic, online/virtual training programmes were designed

in such a way that the impact of the online training programme is the same as in the hands-on training programmes.

Wherever possible, the raw material details for making the products were shared with the participants in advance for them to procure and keep it ready. The resource persons from NIRDPR demonstrated the making of the product, which was followed by the trainees at the other end, thus creating the impact of hands-on training programme.



However, the offline training programmes and exposure-cum-orientation were also conducted, besides encouraging exposure visits. Training programmes conducted during the reporting period include sustainable housing technologies, bio-pesticides and fertilizers, vermicomposting and botanical neem pesticides, mushroom cultivation, herbal products, handmade paper conversion, hybrid (solar and wind) technology, organic farming and soil health, solar dehydration, sustainable bio-energy solution, clay jewellery making, leaf plate and cup making, cold room technologies for agriculture produce, home-based products, pearl jewellery making, electro spark coating for agriculture implements, soya and millet processed products and aromatic crop cultivation and extraction of essential oils.



Table 4.1: Training Programmes Conducted at RTP during 2020-21

S. No.	Type of the training programme	No. of virtual/online training programmes	No. of offline training programmes	No. of participants
1	Exposure-cum-Orientation	2	13	392
2	Exposure Visit	0	84	2393
3	Training	47	240	3581
	Total	49	337	6366

CHAPTER - 5

INNOVATIVE SKILLING & LIVELIHOODS

India enjoys a demographic dividend with more than 62 per cent of its population of 1.3 billion in the working-age group and more than 54 per cent of its population is below 25 years of age. Presently, 55 million working-age population is unable to access employment opportunities due to socio-economic constraints and hence, the experiential traditional skills need to be upgraded for greater productivity. A skilled workforce can truly lay the foundation for the Atmanirbhar Bharat (Self-Reliant India) campaign of the Government of India. The COVID-19 pandemic has critically highlighted the importance of being self-reliant and self-sufficient, which can only be achieved if the citizens, particularly the youth, are skilled and well trained in various domains. In this context, NIRDPR has been actively exploring innovative skilling opportunities in order to generate sustainable livelihood options for rural India. Innovative skilling and livelihood is an evolving process and is dynamic due to changes in market conditions, information technology and migration.

The livelihoods approach to eliminate rural poverty was adopted in the country based on the experiences of Swarnajayanti Gram Swarozgar Yojana (SGSY), a flagship programme of the Ministry of Rural Development that was implemented for over a decade since 1999. The SGSY scheme was restructured and is being implemented as National Rural Livelihoods Mission (NRLM) since 2010-11. The SGSY was aimed at providing sustainable income to rural households Below Poverty Line (BPL) through income-generating assets/economic activities so as to bring them out of poverty.

5.1 Swarnajayanti Gram Swarozgar Yojana Special Projects (SGSY-SP)

Swarnajayanti Gram Swarozgar Yojana Special Projects is the skill and placement initiative of the Ministry of Rural Development (MoRD). It evolved out of the need to diversify incomes of the rural poor and to cater to the occupational aspirations of the youth in the country. The placement-linked skill development special projects aimed at rural youth from Below Poverty Line (BPL) families to acquire skills and get wage employment in the organised sector.

Since 2007, the Ministry of Rural Development, Government of India entrusted 87 SGSY (SP) projects to NIRDPR to

monitor the progress of the projects as the coordinating and monitoring agency. Out of these 87 projects, 21 have been formally closed. The Ministry and NIRDPR have been making efforts for the orderly closure of the remaining 66 pending projects.

One of the important learning from the implementation of SGSY special projects, inter alia, was the inadequacy or lack of clear operational protocols. This caused great inconvenience to the Project Implementing Agencies, whose cash-flow for a project was more often than not disrupted. To fill in such conspicuous gaps, a new programme, viz. Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) with well-defined Standard Operating Procedures (SOPs) was introduced in its place in the year 2014.

5.2. Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY)

The DDU-GKY is a placement-linked skill development training programme for the underprivileged rural youth of the country. The programme is being implemented through Public-Private Partnership in project mode by the Ministry of Rural Development (MoRD), Government of India and partnering with State governments. DDU-GKY believes in providing training to equip rural youth for a decent job in the country or abroad with scope for career progression.

The DDU-GKY Cell at NIRDPR is responsible for carrying out the core activities associated with the implementation of this programme as a Central Technical Support Agency (CTSA) of MoRD. As a CTSA, NIRDPR oversees the programme implementation across 13 States and three Union Territories in the country, under the banners of Roshni (in the Left-Wing Extremist districts), Himayat (in Jammu and Kashmir) and as DDU-GKY in the rest of the country.

Various activities are conducted by NIRDPR as a CTSA, which includes monitoring and evaluation, training and capacity building, developing and maintaining robust MIS. Further, NIRDPR is also an appraisal agency for DDU-GKY projects.

5.2.1. Monitoring and Evaluation

Monitoring and Evaluation (M&E) plays a vital role in the

DDU-GKY ecosystem to attain the priorities of the programme and policy. M&E consists of the following activities:

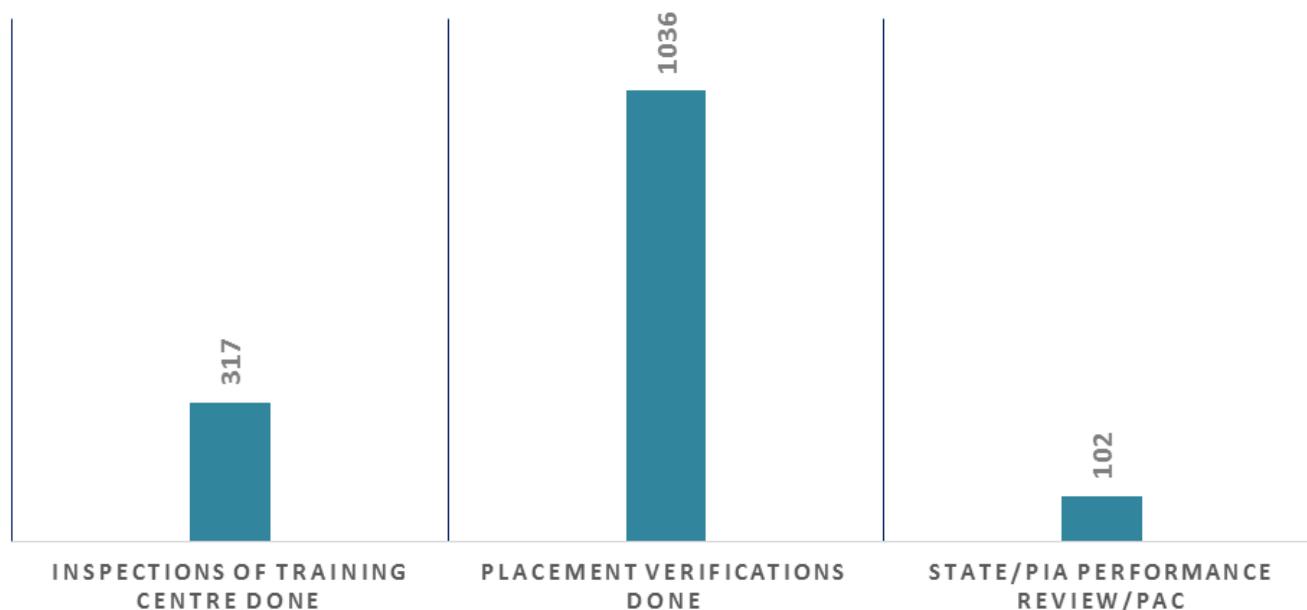
1. At least three inspections of each active training centre in a year.
2. Physical/virtual verifications of placed candidates for instalment release .
3. Training and capacity building of the stakeholders.
4. Providing human resource support to States.
5. Collecting required information from SRLM/SDM on behalf of MoRD.
6. Highlighting performance/non-performance and areas of improvement to the State and also escalate the same to the MoRD
7. Overseeing the implementation of ERP and handholding Kaushal Bharat to all stakeholders across the country.
8. Providing Technical support for Kaushal Bharat.

In addition, M&E includes the following ancillary but important activities:

1. Preparation of SOPs and revision of Guidelines.
2. Complaints/Grievances redressal.
3. Hand-holding and mentoring of States in implementation of DDU-GKY programme.
4. Monitoring monthly Project Performance Dashboard for each State.
5. Conducting thematic analysis and studies.

A summary of the CTSA's achievement during the year 2020-21 in some of these areas is presented under the following heads:

1. Number of Inspections of Training Centres conducted by NIRDPR as a CTSA – 317 (Through Kaushal Bharat – 119)
2. Number of Placement Verifications conducted – 1,036
3. States'/PIAs' Performance Review Participated/Conducted – 102



Graph 5.1: M& E Activities by DDU-GKY Cell, NIRDPR in 2020-21

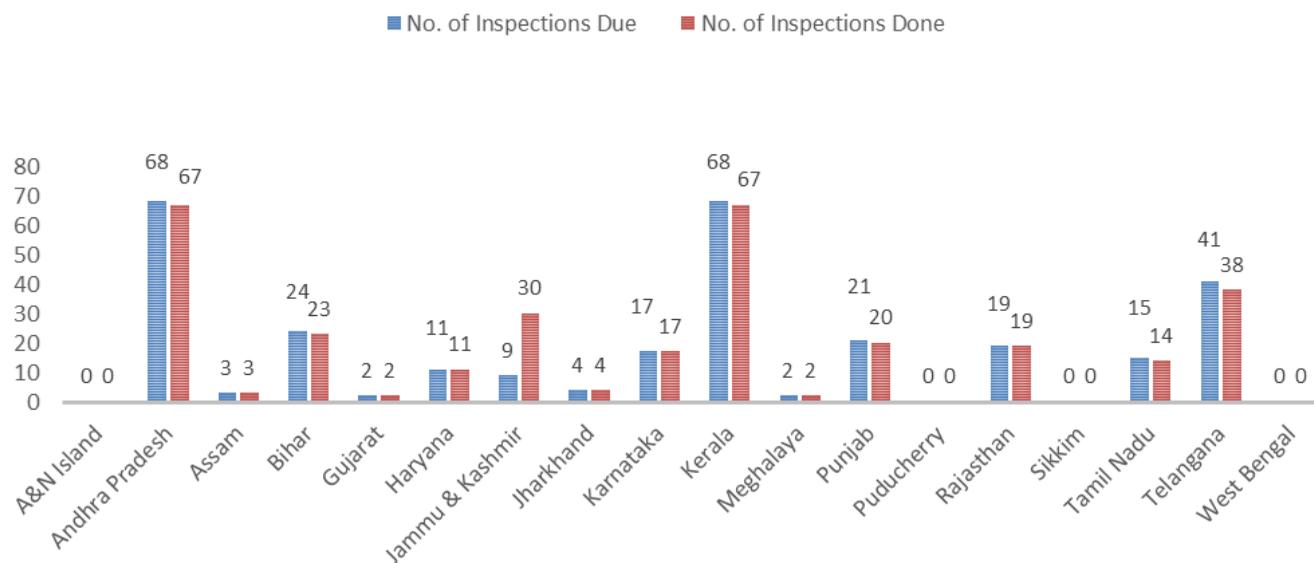
As compared to the previous financial year i.e., 2019-20, the inspections conducted in the current financial year i.e., 2020-21 are fewer owing to the COVID-19 pandemic situation in the country. From April to September 2020, all the Training Centres (TCs) were closed across the country due to the nationwide lockdown. The implementing agencies took time in re-opening the TCs due to insufficient funds and unavailability of manpower. Though State Government and CTSA's have taken initiative in making the TCs functional from

October 2020, the TCs are yet to be made functional in some of the States like Sikkim, West Bengal, etc. From October 2020 to March 2021, a total of 317 training centre inspections were conducted by NIRDPR as a Central Technical Support Agency (CTSA). Out of this, 119 TC inspections were conducted through the Kaushal Bharat platform.

The State/UT-wise details of CTSA inspections of training centres during the period from April, 2020 to March 2021 are as follows.

Table 5.1: CTSA Inspections of Training Centre during FY 2020 -2021

S. No.	State/UT	No. of Projects in Progress	No. of Active TCs	No. of Inspections		
				Due	Done	%
1	A&N Islands	0	0	0	0	0%
2	Andhra Pradesh	82	144	68	67	98.5%
3	Assam	90	102	3	3	100%
4	Bihar	75	93	24	23	99%
5	Gujarat	43	37	2	2	100%
6	Haryana	21	14	11	11	100%
7	Jammu & Kashmir	39	56	39	30	77%
8	Jharkhand	68	85	4	4	100%
9	Karnataka	39	65	17	17	100%
10	Kerala	189	144	68	67	99%
11	Meghalaya	14	13	2	2	100%
12	Punjab	59	57	21	20	95%
13	Puducherry	6	0	0	0	0%
14	Rajasthan	95	112	19	19	100%
15	Sikkim	5	4	0	0	0%
16	Tamil Nadu	83	76	15	14	93%
17	Telangana	93	94	41	38	93%
18	West Bengal	62	78	0	0	0%
Total		1,063	1,174	334	317	

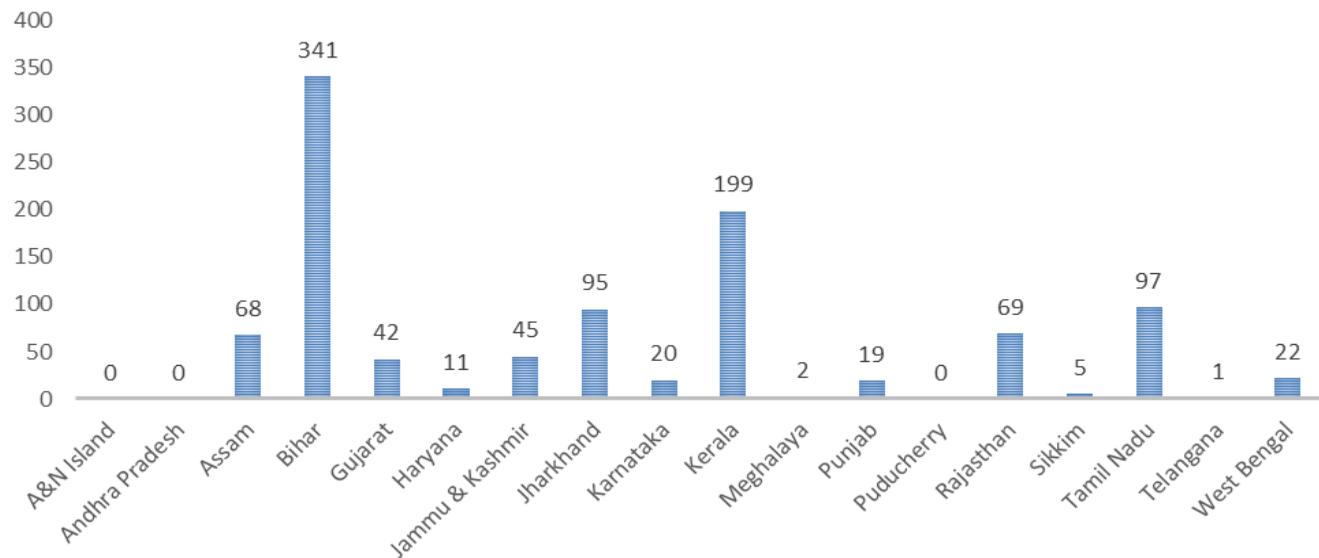


Graph 5.2: CTSA Inspection Status in 2020-21

Physical Verification of Placed Candidates

Table 5.2: Physical Verification of Placed Candidates by NIRDPR during FY 2020 -2021

S. No.	State/UT	No. of Samples Verified
1.	A&N Islands	0
2.	Andhra Pradesh	0
3.	Assam	68
4.	Bihar	341
5.	Gujarat	42
6.	Haryana	11
7.	Jammu & Kashmir	45
8.	Jharkhand	95
9.	Karnataka	20
10.	Kerala	199
11.	Meghalaya	2
12.	Punjab	19
13.	Puducherry	0
14.	Rajasthan	69
15.	Sikkim	5
16.	Tamil Nadu	97
17.	Telangana	1
18.	West Bengal	22
Total		1,036



Graph 5.3: No. of Placement Samples Verified in 2020-21

Due to the pandemic situation, the MoRD permitted the conduct of placement verifications virtually. This virtual mode of verification helped in covering the samples in a much faster way in comparison to the physical verification at the employer's location. A total of 1,036 placement verifications were conducted so far by NIRDPR in the financial year 2020-21.

Participation in Performance Reviews

The DDUGKY Cell of NIRDPR participated in 102 performance reviews done by MoRD & State governments during the period and highest number of such performance reviews was in the State of Jammu and Kashmir (22).

5.2.1.1. Monthly Projects Performance Report

NIRDPR has been publishing a monthly dashboard on projects performance in each State covered by it as a CTSA. The dashboard shows the strength of the programme implementation in the States in terms of major performance indicators like training achievements, placement achieved, instalments released, compliances in following DDU-GKY standards, etc. This has helped State governments in initiating required and timely actions and measures wherever performance is not satisfactory.

5.2.1.2. Thematic Analysis & Studies (Apr'20-Mar'21)

The Institute carried out the following analytical studies

during Apr'20 – Mar'21 with a view to determine the root causes of various issues that DDU-GKY programme is faced with. The study reports have been shared with the MoRD as well:

- A quick study on the implementation of DDU-GKY post-COVID-19
- High severity non-compliance analysis
- HR availability status at States
- Designed a template to capture COVID-19 protocols issued by MoH&FW at DDU-GKY Training Centres

5.2.1.3. Support in Kaushal Bharat Implementation

NIRDPR was responsible and engaged in testing the Kaushal Bharat platform, including app inspections before its rollout. In addition, it is entrusted with the responsibility of providing training, hand-holding and issues resolution support to PIAs and States' teams for the implementation of Kaushal Bharat.

The Institute, in the role of CTSA, has carried out the following activities as per the SOP:

- Conducted TC inspections through Kaushal Bharat (KB) portal (since Nov 2020) in the States of Punjab, Haryana, Tamil Nadu, Karnataka, Bihar and Assam.
- Ensured updating of all sanction orders for each State into Kaushal Bharat portal
- Initiated TC inspections through Kaushal Bharat portal

5.2.2 Innovation

NIRDPR has a Skill Innovation Hub that seeks to identify areas that require a fresh approach to skilling and sustainable livelihoods. This includes connecting different industry partners with the stakeholders of rural development. This is achieved through active engagement with the Confederation of Indian Industry (CII) and participating in their various programmes. During the reporting period, Rural Skills Division made its presence in the CII conference on 'Facilities Management' and made the industry partners aware of the skilled workforce available to hire through DDU-GKY. Shri Charanjit Singh, Joint Secretary (Skills), MoRD and Shri K.V. Satyanarayana, Executive Director (DDU-GKY, NIRDPR) addressed the CII audience in the webinar on the subject.

5.2.2.1 NIRDPR Puts Pest Management on the Skilling Map

A critical area that NIRDPR identified for new avenues in skilling was Pest Management. NIRDPR's Skill Innovation Hub deals with all such areas that are extremely critical for skills and employment growth. The hub has adopted the high employment potential Pest Management sector for both rural and urban youth and developed eight qualifications under it. They are (i) General Pest Management Technician, (ii) General Pest Management Supervisor, (iii) General Pest Management Manager, (iv) Vector Control Technician – Local Bodies, (v) Vector Control Supervisor – Local Bodies, (vi) Pest Management Technician – Poultry, Aqua and Livestock, (vii) Fumigation Technician and (viii) Fumigation Supervisor.

These qualifications were aligned with National Skill Qualification Framework (NSQF) during the financial year and can be accessed through the National Qualifications Register portal. With this alignment, the qualifications are eligible for government-funded skill development schemes. The Innovation Hub conducted sessions for potential training partners in both private and public sectors as well as with industry partners about the qualifications.

The course materials were developed and NSQF alignment was made possible with the support from Pest Management experts from the industry and academicians of international and national level stature. The Institute has also published an operations manual for implementation of skill training by various stakeholders and their relationship with NIRDPR as Assessment Agency cum Awarding Body. Master trainer on-boarding to carry out various qualitative activities are underway as prescribed in the operation manual. Applications were invited from the experts for the purpose.

5.2.3 Training & Development

DDU-GKY NIRDPR believes that learning is a key element for development and training is one of the channels to achieve the same. Despite the pandemic, learning through training was not affected as NIRDPR was ready to conduct the planned training sessions for the stakeholders for the financial year through multiple learning channels that include Gram Swaraj Portal (www.gramswaraj.nirdpr.in). The participants from SRLMs and PIAs attended the training programmes in large numbers through these learning channels during the COVID-19 pandemic situation in the country.

Table 5.3: Training Programmes Delivered (2020-21)

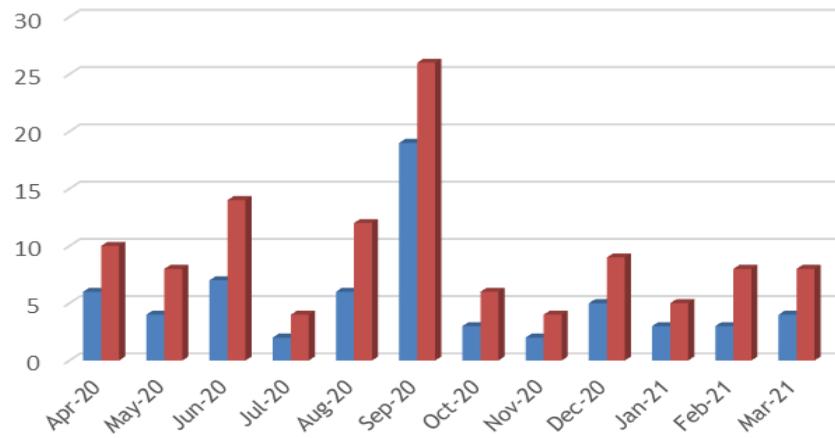
Total Training Programmes	206
Number of Participants	7001

Table 5.3 provides the details of key training programmes delivered, the number of programmes on each theme delivered in the FY 2020-21, the number of participants and information on the target audience.

5.2.3.1. Kaushal Bharat Training:

Kaushal Bharat was rolled out in March 2020 and despite the pandemic, training and capacity building for its roll-out was

taken up through online mode for the key stakeholders across the country. Alongside the online training sessions, NIRDPR created online content like video tutorials, reading materials and pre-recorded sessions.



	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
No. Training Programs / Batches	6	4	7	2	6	19	3	2	5	3	3	4
No. of Training Days / Sessions	10	8	14	4	12	26	6	4	9	5	8	8

Graph 5.4: Month-wise Training Conducted during 2020-21 (as on 31st March, 2021)

5.2.3.2 Vocational Guidance and Counselling for DDU-GKY candidates

The Institute has identified vocational guidance and counselling as a critical pillar of DDU-GKY through focus group discussions (FDGs) with the stakeholders. Apart from developing the content for training the vocational counsellors, the DDU-GKY Cell designed and launched 'Kaushal Aapti' which is a scientific process of allotting courses to candidates by understanding the interest and aptitude of the candidates. Kaushal Aapti is a technology-enabled audio-visual-based application for administering John Holland Interest Inventory. It helps to measure rural unemployed youth's behaviour and attitude to assess their interest in skilled job roles. The Kaushal Aapti has three modules:

1. **Interest Inventory** – The response of the candidates is captured and their skill interest profiles according to

Holland code is generated.

2. **English, Numeracy, Pattern and Colour recognition** – This is a time-bound test to access the English, numeracy, pattern and colour recognition skills.
3. **Counsellor Follow-up** – Available only in the web application version. Counsellors will be provided with a questionnaire and responses of the candidate are captured on the online form.

Based on the responses of the candidate, a report with suggestions for the suitable job roles for the candidate is generated according to the Holland code. A User Acceptance Test (UAT) was conducted to gauge the technical and functional strength of Kaushal Aapti.

User Acceptance Testing Status Report: Started on 9th Oct 2020 (Counsellor Follow-Up Module UAT Started From 23rd Dec 2020) and ended on 25th Dec, 2020.

Table 5.4: Registration Status on Kaushal Aapti as on 31st March, 2021

Candidates Registered	6357
Completed Interest Inventory Module	4233
Completed ENPC Module	3747
Counsellor Follow Up	188

5.2.3.3 Skill Development Management Course

Subsequent to the success of Skill Deed for Jharkhand in the previous financial year, NIRDPR designed a job-integrated short-term course called Skill Development Management Course for the university graduates to help them pursue a career in skilling. This is a 10-week course with theory and a high thrust on practical learning. The course was piloted in collaboration with Jharkhand State Livelihoods Promotion Society (JSLPS) and an implementation model called Skill DEED (Discover, Explore, Engage Deliver) was designed and deployed under the Centre’s guidance. NIRDPR has made the courseware completely available at a nominal fee for third parties to run the course.

5.2.3.4 P.A.C.E. (Personal Advancement & Career Enhancement) - Soft-Skill Training of Trainers by GAP Inc.

P.A.C.E. (Personal Advancement & Career Enhancement) is an innovative curriculum-based learning programme created by Gap Inc., to support participatory learning of foundational life skills to help trainers advance in their personal lives. The P.A.C.E. programme comprises life and technical skills. The technical skill training is focused to support specific job-related needs of the participants. With the objective to have a uniform soft-skill curriculum for DDU-GKY, MoRD piloted the programme in Kerala and Chhattisgarh in 2019. The results being successful, the programme was introduced to the rest of the States from November 2020.

The first phase of ToT commenced in November, 2020; so far, a total of five batches have been trained wherein about 110 trainers participated. The ToT aims to be able to form a Master Trainer pool from among the pool of trainers being trained by the P.A.C.E team.

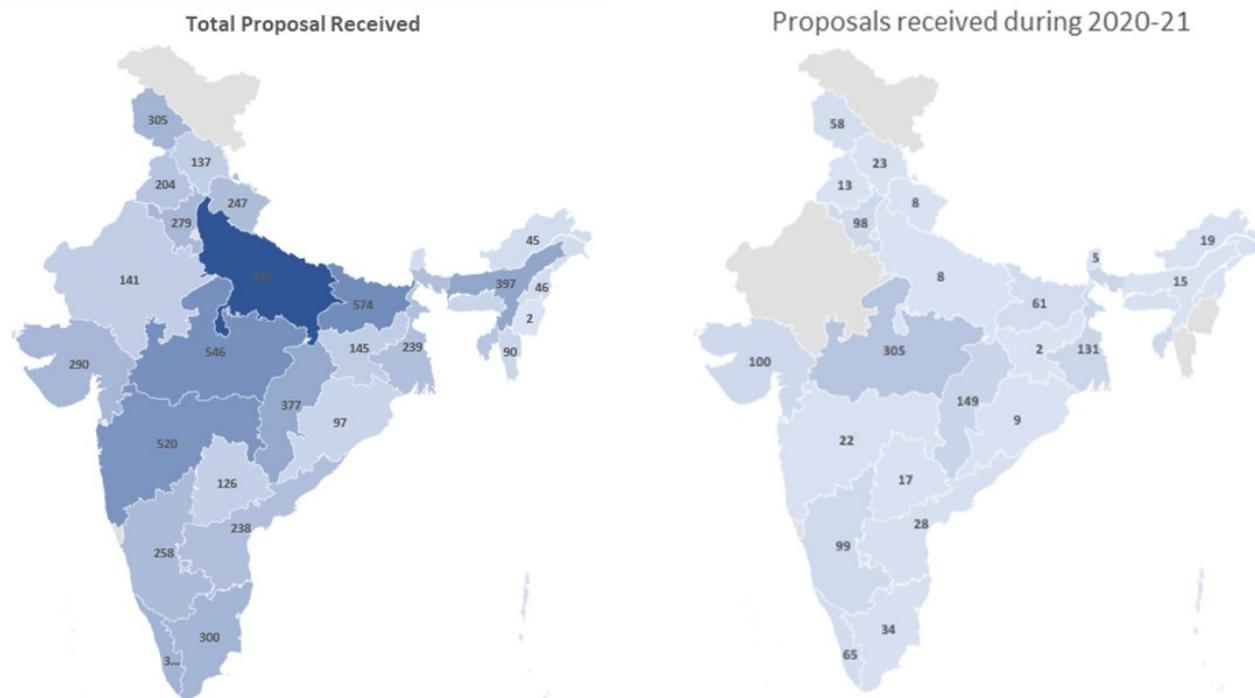


Figure 5.1: State-wise Proposals Received in Appraisal System (as on 31st March, 2021)

5.2.3.5 Connecting with Sector Skill Councils (SSCs)

The Institute conducted thematic webinars in collaboration with Sector Skill Councils during the peak of the pandemic period. These were conducted with the objectives of:

- Strengthening the working relationship/collaboration between the SSCs & Stakeholders from DDU-GKY, particularly from a placement perspective
- Reviewing the existing processes for more robust action between SSCs and stakeholders under the DDU-GKY
- Changing demands of the sector in the new normal and way-forward
- Leveraging the interest of the industry to hire differently-abled in DDU-GKY
- Attracting more training partners who have experience of skilling differently-abled into DDU-GKY

The participating SSCs were Banking, Finance Service and Insurance (BFSI), Skill council for Person with Disability (SCPwD) and Retailers Association Skill Council of India (RASCI).

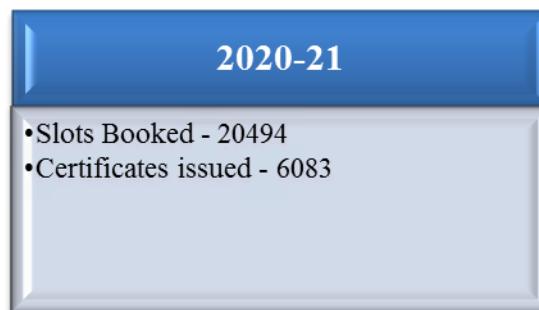
5.2.3.6 Development of Mobile Applications

To enhance the effective monitoring of the projects using mobile technology, NIRDPR developed two Mobile Applications with geo-tagging features and are in use by the different stakeholders.

- Training Centre Inspection App
- Candidate Self Verification App

5.2.4. eSOP Learning and Certification portal

As per Notification no. 63/2015 released by MoRD, it is mandatory for all the stakeholders directly involved in the implementation of the projects under DDU-GKY to be trained, assessed and certified on the important aspects of SOP. The portal is maintained by NIRDPR.



Status of eSOP Learning and Certification Portal as on 18th May, 2021

5.2.5 Appraisal and Finance

NIRDPR as an appraisal agency for DDU-GKY undertakes the selection of appropriate organisations as per the norms to become Project Implementing Agencies and concurrent monitoring throughout the country. The applications for DDU-GKY projects (including Roshni, Himayat & Sagarmala) of eleven States are appraised according to the process notified by MoRD. NIRDPR conducts concurrent monitoring involving cross-verification of audit reports submitted by the PIAs every quarter. To accomplish the same, the finance team makes periodical visits to the SRLMs to conduct quarterly random verification of the projects in Annual Action Plan (AAP) States. 279 proposals received were appraised during the year. 193 CTSA inspections were conducted in spite of the COVID situation.

5.2.5.5 Concurrent Financial Monitoring of DDU-GKY projects

As per SoP Part-II Chapter 8, Clause 8.10.2, NIRDPR has to conduct a quarterly random audit of projects in the States. It conducts financial concurrent monitoring through quarterly random audit verifications of 16 States. During the financial year 2020-21, NIRDPR conducted financial verifications through online mode, in view of the COVID situation.

5.2.6 Rural Self-Employment Training Institutes (RSETI) Project

The RSETI project of MoRD, GoI aims at mitigating several socio-economic problems like rural poverty, unemployment problem among rural youth, underemployment of agricultural labourers and migration of rural population to

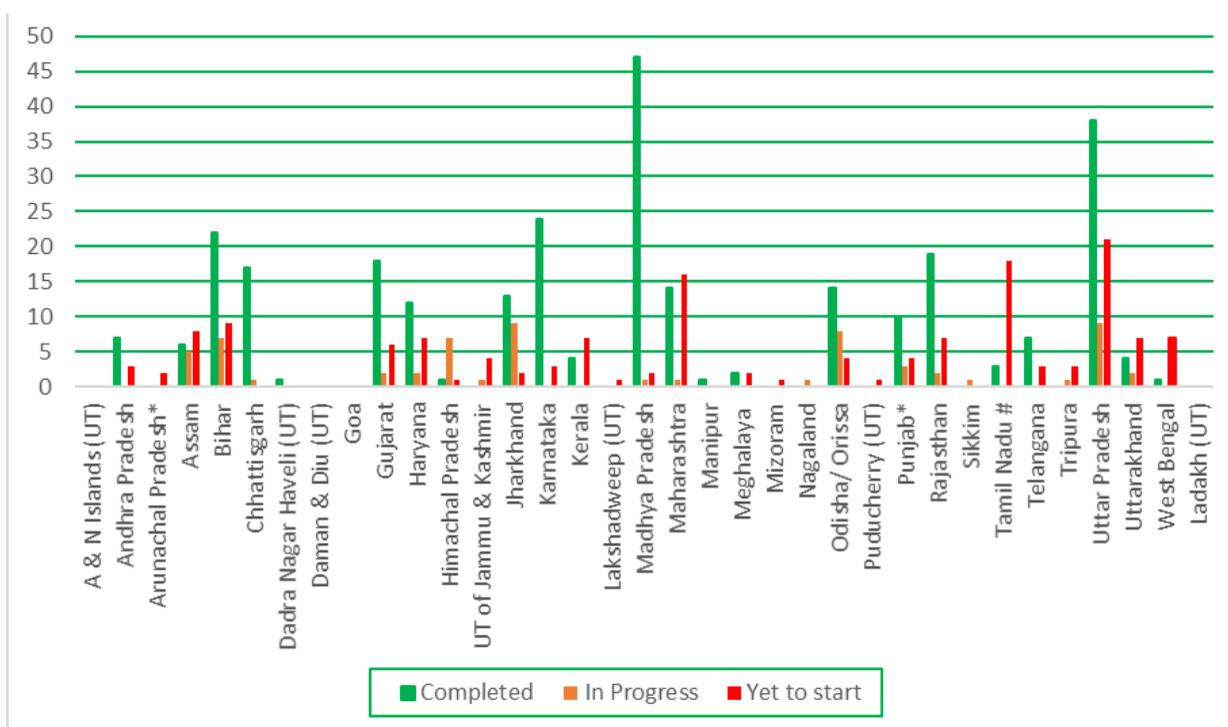
urban centres. The vision and mission of MoRD is to have one RSETI building in every district as a centre of excellence to impart good quality skill training to the rural unemployed BPL (below poverty line) youth so as to enable them to become entrepreneurs by taking up self-employment activities with the help of credit linkage from local banks.

NIRDPR is the nodal agency under the Ministry of Rural Development (MoRD) for creation of RSETI infrastructure. NIRDPR is given the responsibility of receiving and processing the Grant-in-Aid proposals from various RSETI sponsoring banks, recommending the proposals to MoRD for sanction, conveying the Ministry’s sanctions to banks and releasing the funds to sponsoring banks for construction of RSETI buildings. NIRDPR guides the RSETIs for getting undisputed possession of land for construction of buildings, helps the RSETI’s sponsoring banks in resolving various

issues related to allotment of the land by district or State authorities and also helps in getting various clearances or approvals for the construction of buildings. The RSETI project division guides the sponsoring banks in completing the construction of RSETIs buildings as per the MoRD’s guidelines & SOP.

Progress of Achievement

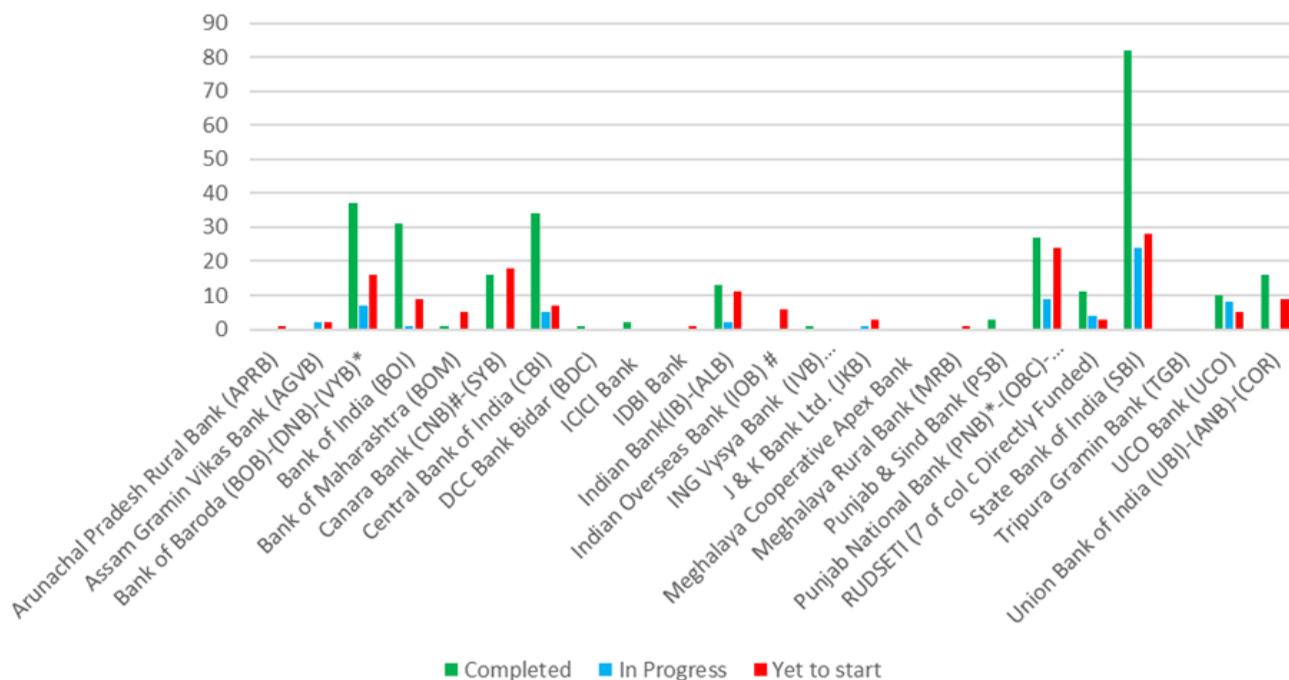
As on 31st March, 2021 there were 586 operational RSETIs in the country sponsored by various public and private sector banks. During the FY 2020-21, a sum of Rs. 7.03 crore was released to 18 RSETIs. As on 31st March, 2021, NIRDPR cumulatively released an amount of Rs. 383.93 crore to 493 RSETIs located across the country. Construction of RSETI buildings has been completed in 285 districts.



Graph 5.5: The State-Wise Status and Progress in RSETI Building Construction

Graph 5.5 indicates that the State of Madhya Pradesh has the highest number of completed RSETIs followed by Uttar Pradesh and Karnataka. The number of RSETIs sponsored by different banks varies widely. While some banks like Oriental

Bank of Commerce, Meghalaya Rural Bank and Tripura Gramin Bank have sponsored five or less RSETIs, other banks like State bank of India have sponsored more than 150 RSETIs all over the country.



Graph 5.6: The Bank-wise Status and Progress in RSETI Building Construction

5.3. DAY-NRLM RC, NIRDPR, Hyderabad

Aajeevika - National Rural Livelihoods Mission (NRLM) was launched by the Ministry of Rural Development (MoRD), Government of India in June 2011 as a restructured version of Swarna Jayanti Gram Swarozgar Yojana (SGSY). The Mission aims at creating efficient and effective institutional platforms for the rural poor, enabling them to increase household income through sustainable livelihood enhancements and improved access to financial services. In November 2015, the programme was renamed Deendayal Antayodaya Yojana (DAY-NRLM). A Resource Cell was created in 2012 at NIRDPR to facilitate the various rural livelihood initiatives as well as cater to the capacity building needs of the SRLMs.

During the financial year 2020-21, the NRLM-RC undertook the activities majorly focusing on online training programmes and workshops on the themes such as gender integration, inclusion of elderly and particular vulnerable tribal groups (PVTG), convergence with Panchayati Raj Institutions, induction training for newly recruited staff of SRLM, refresher training of cadres in all verticals, SOP training, bankers orientation, Bank Sakhi training, training on online loan application of SHGs, training to SRPs and SRLM staff on agroecological practices (AEP) and livestock, training by National Community Resource Persons (NCRPs) to SHGs in States and Union Territories, Integrated farming cluster,

module development workshop, gender operational strategies, empanelment and training of National Resource Persons (NRP), issuance of TOR to NRPs to provide technical support to SRLM in layering activities, etc.

5.3.1. Capacity Building Initiatives during the Financial Year 2020-21

During 2020-21, NRLM RC, NIRDPR, Hyderabad conducted various online and off-campus training programmes/workshops/review programmes and coordinated MoRD programmes. Apart from online programmes, NRLM RC also extended support to various SRLMs to conduct need-based capacity building programmes to staff, cadre and other stakeholders through online and offline. The NRLM RC trained capacity building agencies, NGOs, Bankers, PIAs, government officials and CBOs, etc., during FY 2020-21 under various thematic verticals like Institution Building and Capacity Building (IBCB), Financial Inclusion (FI), Gender, Livelihoods, etc.

5.3.1.1. Training on Institution Building and Capacity Building

Institution building and capacity building is a major component of DAY-NRLM Resource cell, which supports

SRLMs in capacity building of existing staff as well as new recruits to create unanimity among SRLMs in implementation and roll-out the new initiatives. During the FY 2020-21, NRLM RC organised various capacity building training programmes and workshops which include SRLM staff induction, SOP training on governance and management of federations, and workshop on 'Vision Building and Business Development Plan.' It also deputed NRPs to extend handholding support to SRLMs. During the year, a total of 17 online training programmes, induction and review programmes were organised under the IBCB theme to 1,121 participants, out of which 838 were female. In these training programmes, participants from 17 States, namely Assam, Bihar, Rajasthan, Goa, Karnataka, Chhattisgarh, Madhya Pradesh, Telangana, Himachal Pradesh, Uttarakhand, Uttar Pradesh, West Bengal, Maharashtra, Tamil Nadu, Gujarat, Jharkhand and Odisha attended.

5.3.1.2. Training on the Theme of Gender

Under the theme of gender, NRLM RC organised 109 online and off-campus training programmes, workshops covering 5,163 participants, including 2,150 females, from 19 States/UT, namely Andhra Pradesh, Telangana, Bihar, Uttar Pradesh, Karnataka, Tamil Nadu, Kerala, Odisha, Chhattisgarh, Jharkhand, Madhya Pradesh, Assam, Meghalaya, Manipur, Arunachal Pradesh, Uttar Pradesh, Sikkim, and Jammu and Kashmir. NRPs were deputed to SRLMs to support in planning and conducting various capacity building activities for staff, cadres, leaders and members of CBOs.

5.3.1.3. Training on the theme of Food, Nutrition, Health and Wash (FNHW)

Recognising the social and economic implications of malnutrition, NRLM measures are being systematically linked to selected health- nutrition – sanitation initiatives. Evidence of ongoing State-level programmes and experimental pilot projects demonstrate that Voluntary Organisations (VOs) can play an effective central role in creating awareness among SHG women on their entitlements to various existing government schemes and also in creating multi-sector demands for actions pertaining to improved agriculture/ horticulture, water and sanitation. The mission recognises improved nutrition as an essential input to economic development and imperativeness to address it to meaningfully reduce poverty. Mainstreaming of Food, Nutrition, Health, WASH (FNHW) interventions are necessary to address some of the underlying causes of perpetuating

poverty and remain an essential and important aspect of the realisation of Dashasutra strategy adopted by the DAY-NRLM. During the FY 2020-21, NRLM RC organised seven online training programmes/workshops involving 350 participants from Karnataka and Chhattisgarh.

5.3.1.4. Training on the Theme of Financial Inclusion

In the FY 2020-21, under the financial inclusion theme, various activities were taken up such as online bankers' orientation programme, Bank Sakhi training programme, SHG bank linkage, online submission of application for SHG credit linkage, etc. As many as 4,738 participants from seven States viz., Telangana, Maharashtra, Chhattisgarh, Haryana, Punjab, UP and Odisha were covered in 60 training programmes/workshops.

5.3.1.5. Training on the theme of Livelihoods

During the year, DAY-NRLM RC took up various capacity building activities at State and district levels to address the training needs of SRLMs in the farm livelihoods (FL) as well as non-farm livelihoods (NFL). The NRLM RC also supports SRLMs and National Mission Management Unit (NMMU) of MoRD in the development of standard operating procedure (SOP), module preparation, studies and documentation of best practices.

During the year 2020-21, the DAY-NRLM RC supported SRLMs in training and capacity building of CRPs under FL component in the themes such as agro-ecological practices, agriculture, livestock, value chain, farmer producer groups, and farmer producer organisations, documentation of best practices, induction of staff, etc. During the year, seven training programmes/workshops were organised which covered 403 participants from Punjab, Himachal Pradesh, Uttarakhand and Rajasthan.

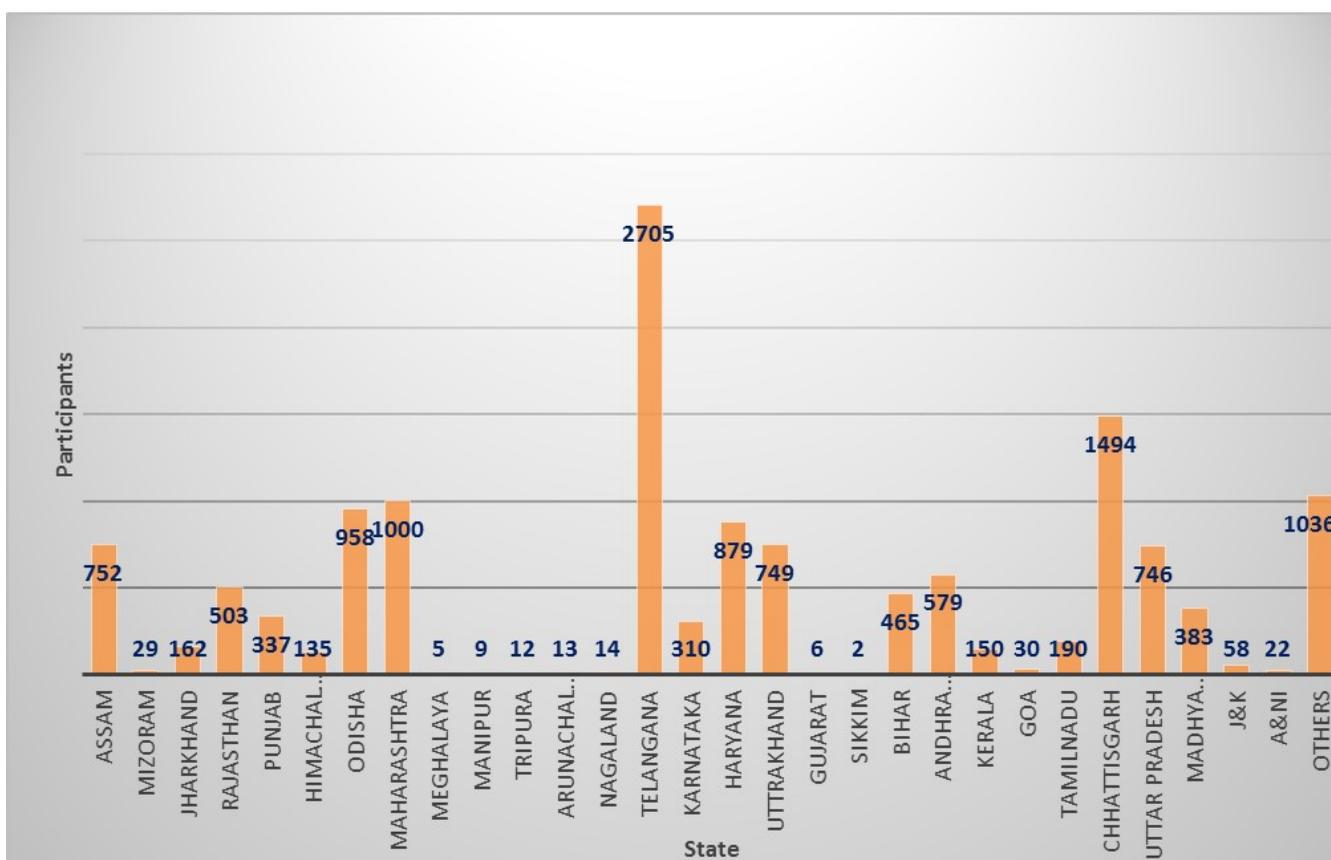
The DAY-NLRLM RC of NIRDPR organised an orientation workshop for the newly empanelled NRPs under non-farm livelihoods.

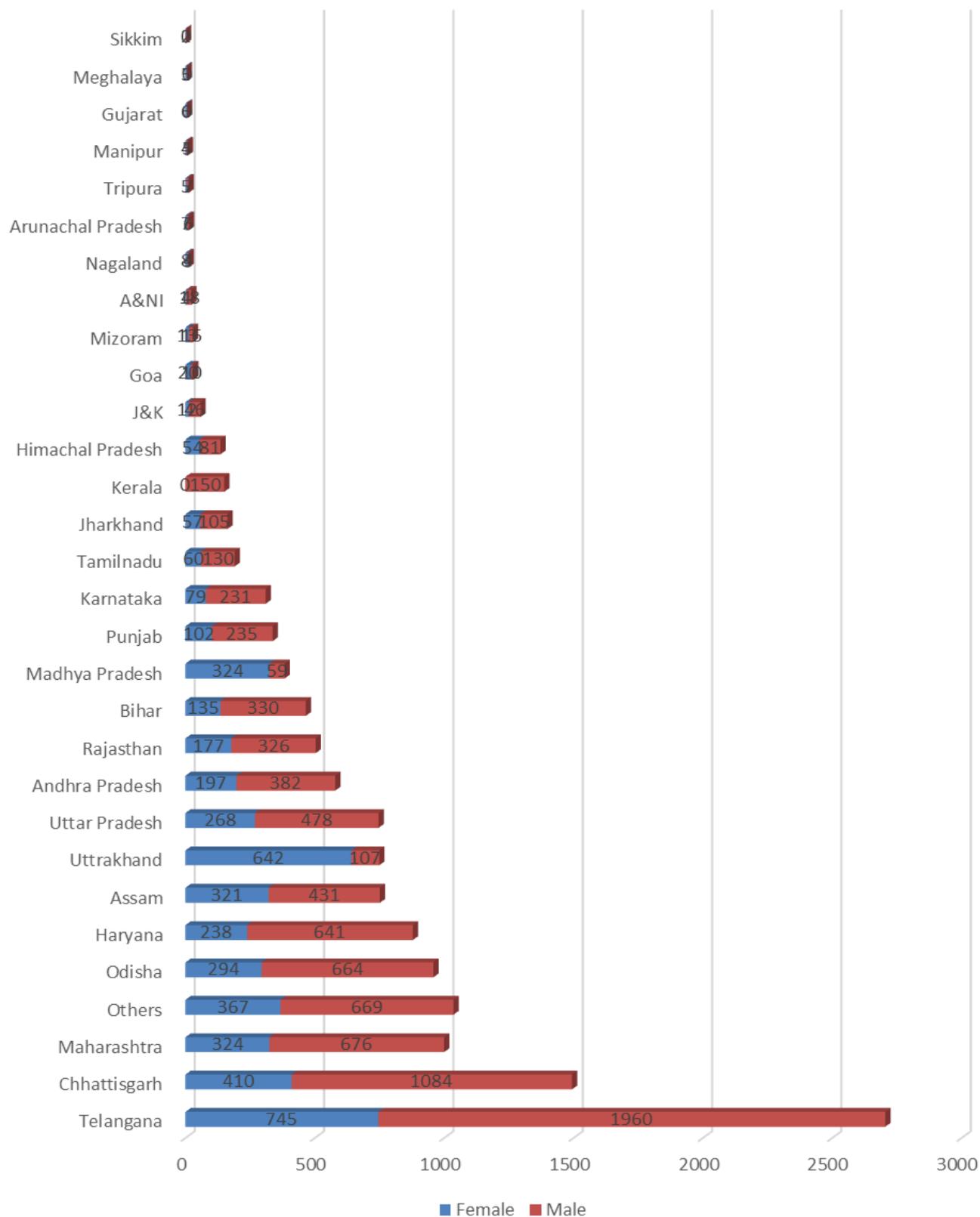
During the FY 2020-21, NRLM RC conducted 235 online training programmes, workshops, reviews which covered 13,733 participants from 28 States and two Union Territories. In addition, webinars on COVID-19 control through Ayurveda, dairy feeding and awareness training programmes on COVID-19 from State level to block-level staff of SRLMs in cascading mode and Ayurveda Diwas on 13th November, 2020 were also organised by the DAY NRLM Cell.

Table 5.5: Training and Workshops Organised by DAY-NRLM RC

Theme	Campus Training	Campus Workshops	Off-Campus Training	Off-Campus Workshops	Total
IBCB	5	1	9	2	17
Gender	94	2	13	0	109
SI-SD	14	5	1	0	20
FNHW	2	1	2	2	7
Convergence	3	0	0	0	3
Financial Inclusion	46	1	13	0	60
Farm Livelihoods	5	1	1	0	7
Non-farm Livelihoods	0	0	0	1	1
HR	3	7	1	0	11
Total	172	18	40	5	235

It is evident from Table 5.5 that NRLMRC imports training on gender and financial inclusion themes during 2020-21.


Graph 5.7: State-wise Participants Attended DAY-NRLM RC Training and Workshops



Graph 5.8: Male-Female Participation in the Training and Workshops Organised during F.Y. 2020-21

CHAPTER - 6

ACADEMIC PROGRAMMES

In order to develop a cadre of young rural development management professionals in the country, NIRDPR started academic programmes. A one-year residential Post-Graduate Diploma Programme in Rural Development Management (PGDRDM) was started in the year 2008 with a capacity of 50 students per batch. In the year 2018, the Institute introduced a two-year full-time Post-Graduate Diploma in Development Management-Rural Management (PGDM-RM) programme with the approval from AICTE, New Delhi.

The Institute started distance education programmes in 2010, initially with a one-year Post-Graduate Diploma

Programme in Sustainable Rural Development (PGD-SRD), in collaboration with the University of Hyderabad (UoH). Subsequently, the Institute launched a Post-Graduate Diploma in Tribal Development Management (PGD-TDM) in 2012 and a Post Graduate Diploma in Geo-spatial Technology Application in Rural Development (PGD-GARD) in August, 2014. Presently, the above three programmes are approved by AICTE, New Delhi with a duration of 18 months. In the year 2018, the Institute introduced another diploma programme on 'Panchayati Raj Governance and Rural Development' in collaboration with the University of Hyderabad.

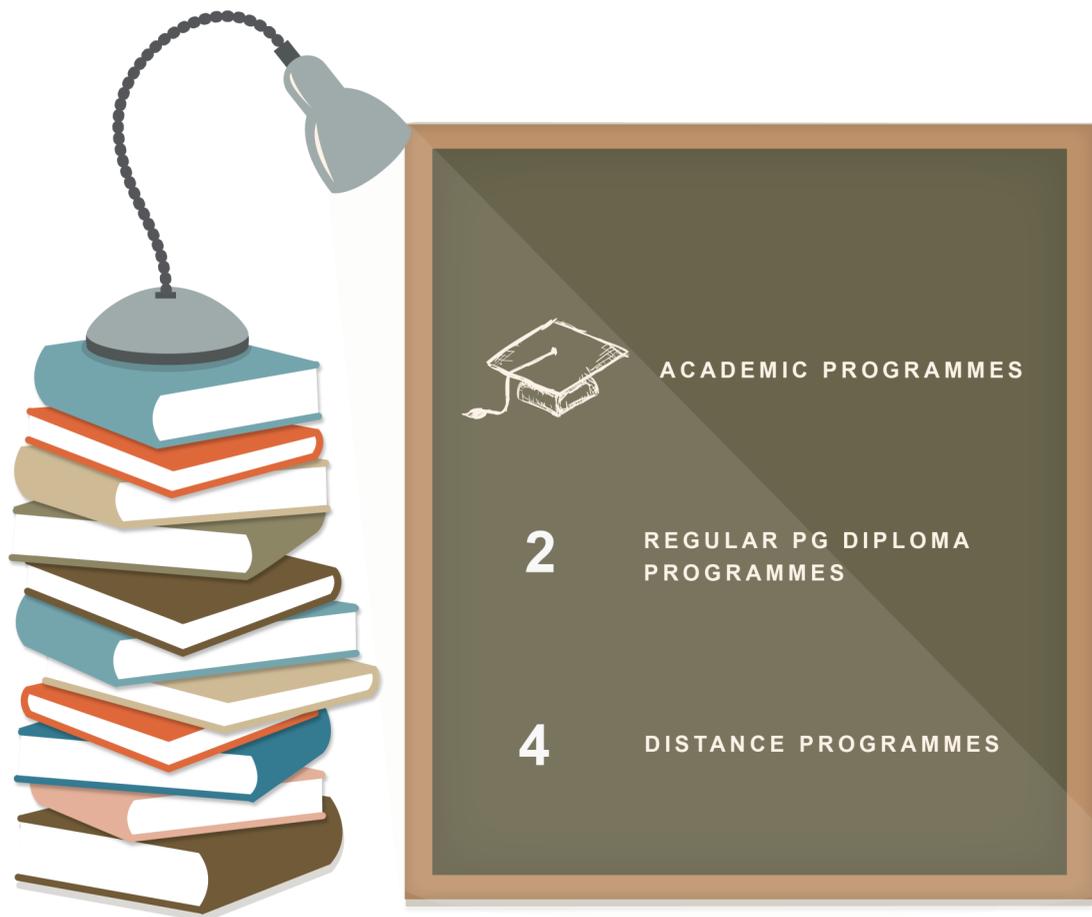


Figure 6: Types of Academic Programmes Offered by NIRDPR

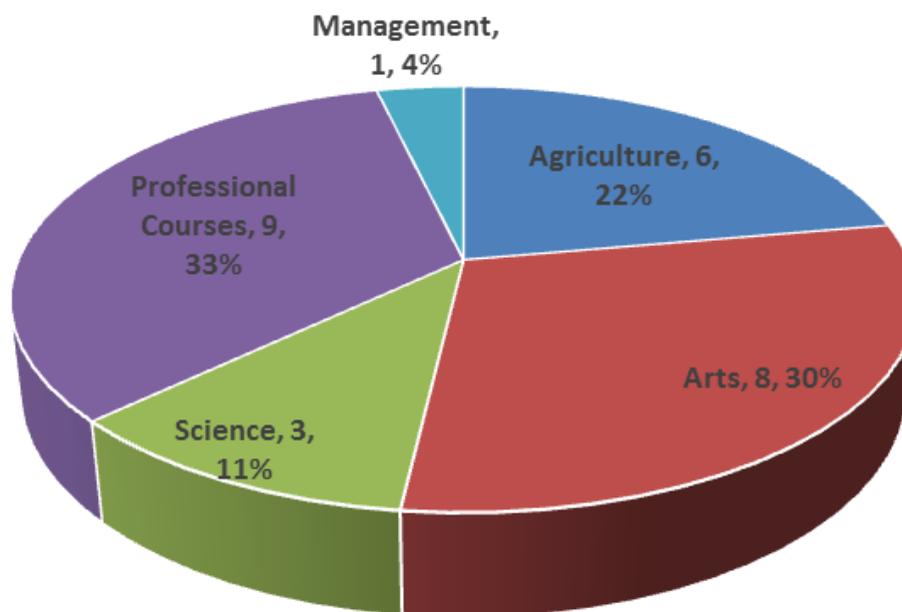
6.1 Regular Post Graduate Diploma Programmes

6.1.1 Post-Graduate Diploma in Rural Development Management (PGDRDM) Programme

The 18th batch of one-year PGDRDM commenced from 17th August 2020 with a total enrolment of 30 students. The students were selected based on their performance in the entrance exam and personal interview. These students are from different parts of the country, viz. four from the central zone, nine from the south zone, one from the north zone, 12 from the east zone and one from the North-East. Three international in-service students sponsored by CIRDAP from Myanmar are pursuing the programme. As on 8th March, 2021, the first two trimesters have been completed and the third trimester will be completed by July 2021. In view of the COVID-19 pandemic, the classes were conducted through online mode.

6.1.2 Post-Graduate Diploma in Management – Rural Management (PGDM-RM) Programme

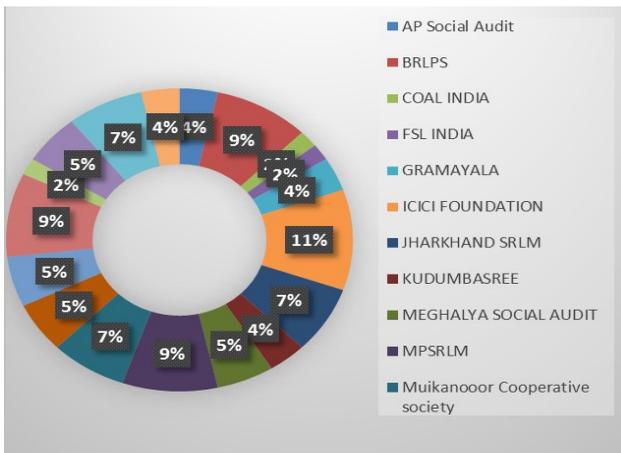
The third batch of the PGDM-RM commenced on 17th August, 2020 with 27 students. The students were selected on merit basis, depending on their performance in the All India Management Aptitude Test, followed by a personal interview. About, 22 per cent of the students are from streams like agriculture, horticulture, veterinary sciences, 11 per cent from other science streams, 30 per cent from Arts, 33 per cent from professional courses like engineering, BCA, etc., and the remaining 1.4 per cent from management. Presently, the students are pursuing Organisational Internship. The first two trimesters have been completed and the remaining four trimesters would be completed by June 2022. The second batch of PGDM-RM, which started in August 2019 with 21 students, is currently in progress. In view of the COVID-19 pandemic, the classes were conducted online.



Graph 6.1: Composition of Batch 17 PGDM-RM Programme

a. Rural Organisational Internship for Residential Programme

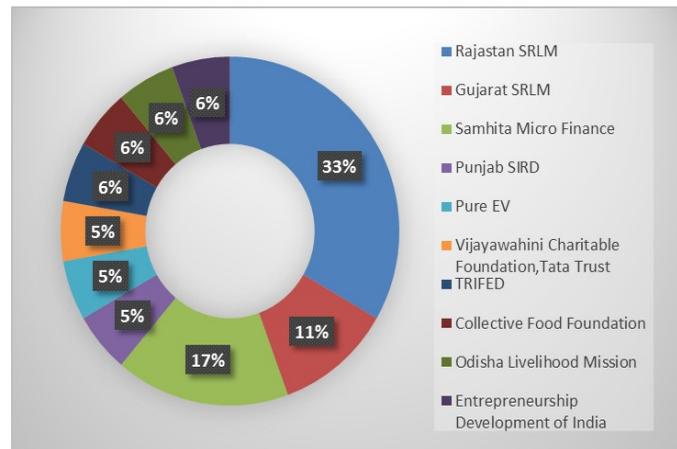
An eight-week Rural Organisational Internship was organised for PGDRDM batch-18 and PGDM-RM batch-3 students in March 2021 to sensitise them on the core problems of the rural society and its dynamics. The field attachment component focuses on institutions, organisational structures, organisational culture, management systems, HRD, finance, production processes, marketing, value addition, etc. The fieldwork was undertaken with organisational attachment to (i) AP Social Audit, (ii) BRLPS, (iii) Coal India, (iv) FSL India, (v) Gramalaya, (vi) ICICI Foundation, (vii) Jharkhand SRLM, (viii) Kudumbashree, (ix) Meghalaya Social Audit, (x) MPSRLM, (xi) Mulkanoor Cooperative society, (xii) Myanmar Saemaul Undong Project, (xiii) Punjab SRLM, (xiv) Rajasthan SRLM, (xv) Sahyogi Bihar, (xvi) Sewak Odisha, (xvii) UPSRLM, and (xviii) WASSAN Jharkhand.



Graph 6.2: Rural Organisational Internship: PGDRDM Batch-18 & PGDM-RM Batch-3

b. Campus Placements of Batch-17 PGDRDM Programme

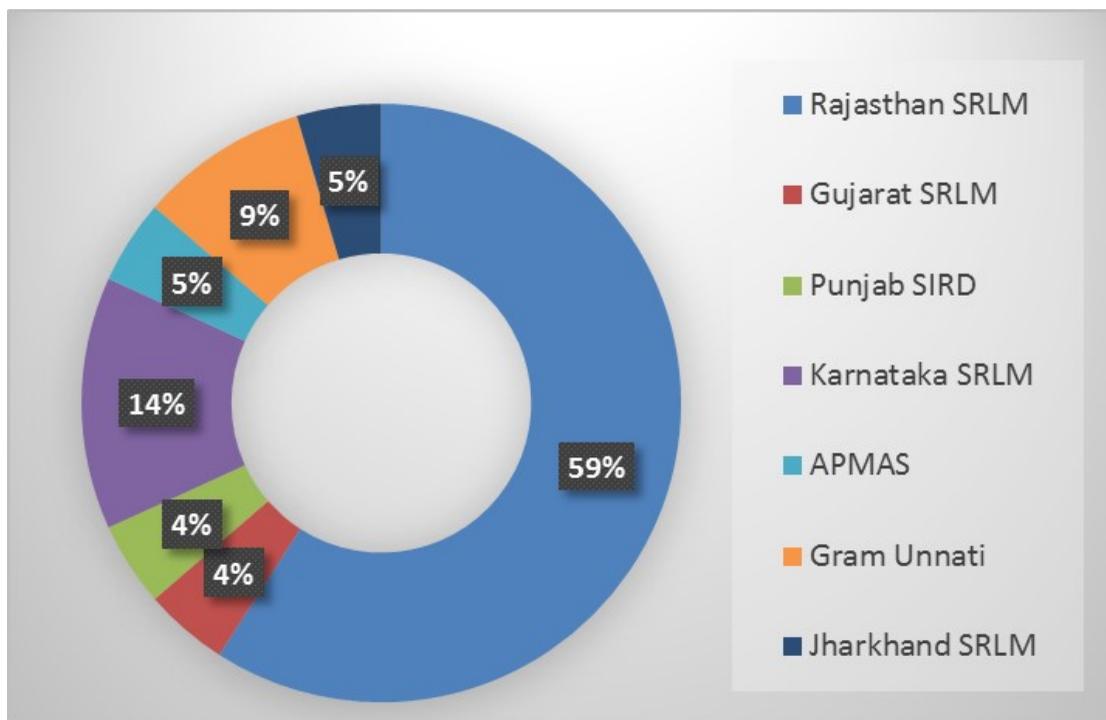
The Institute takes the credit of 90 per cent placement for the students of PGDRDM - Batch 17 who graduated from the Institute in July 2020. The placements were provided to all 27 students in the following seven organisations: (i) Jharkhand State Livelihoods Promotion Society (ii) Gram Unnati, (iii) APMAS, (iv) Karnataka SRLM (v) Punjab SIRD, (vi) Gujarat SRLM and (vii) Rajasthan SRLM.



Graph 6.3: Campus Placements of PGDRM-RM Batch-17

The Institute takes the credit of 100 per cent placement for the students of PGDM-RM - Batch 1 who graduated from the Institute in July 2020. The placements were provided to all 18 students in the following 10 organisations: (i) Rajasthan SRLM (ii) Gujarat SRLM, (iii) Samhita Microfinance, (iv)

Punjab SIRD, (v) Pure EV, (vi) Vijayavahini Charitable Foundation, Tata Trust (vii) TRIFED, (viii) Collective Food Foundation, (ix) Odisha Livelihoods Mission and (x) Entrepreneurship Development of India.



Graph 6.4: Campus Placements of PGDRDM Batch-18

6.2 Distance Education Programmes

6.2.1 Post-Graduate Diploma in Sustainable Rural Development (PGDSRD)

The 18-month AICTE-approved PGDSRD Batch-12 programme (distance mode) is in progress with 174 students. The duration of this programme is from January 2020 to June 2021. The first semester online contact classes were conducted from 10th – 13th August, 2020 and the first semester end examinations were conducted from 17th - 20th October, 2020. The online contact classes for the second semester were conducted from 14th - 16th December, 2020 and second semester end examinations were conducted from 25th – 28th January, 2021. Currently, the students are continuing with third semester project work. The Batch-13 of PGDSRD started on 28th February, 2021 with the admission of 189 students.

In addition, the Institute also admits students for the course from Afghanistan and the same is facilitated through the Afghanistan Institute of Rural Development (AIRD), Kabul. The programme is of



one-year duration. The 11th batch of the PGDSRD programme started in January, 2020 and 18 students joined the programme. The first semester online contact classes were conducted from 10th - 13th August, 2020 and the first semester end examinations were conducted from 17th - 20th October, 2020. Due to the COVID-19 pandemic situation, the second semester online contact classes were conducted from 14th - 16th December, 2020 and second semester end examinations were conducted from 25th - 28th January, 2021.

6.2.2 Post-Graduate Diploma in Tribal Development Management (PGDTDM)

The 18-month AICTE-approved PGDTDM Batch-9 commenced in January 2020. There are 45 students in this batch. The first semester online contact classes were conducted from 11th - 14th August, 2020 and the first semester end examinations were conducted from 13th - 16th October, 2020. The second semester online contact classes were conducted from 14th - 16th December, 2020 and second semester end examinations were conducted from 25th - 28th January, 2021. Currently, the students are continuing with the third semester project work. PGDTDM Batch-10 started on 28th February, 2021 by admitting 42 students.

6.2.3 Post-Graduate Diploma in Geospatial Technology Applications in Rural Development (PGDGARD)

The 18-month AICTE approved PGDGARD Batch-5 that commenced from January, 2020 is currently in progress. There are 103 students in this batch. The first semester online contact classes were conducted from 11th May - 11th June, 2020 and the first semester end examinations were conducted from 12th - 17th October, 2020. The second semester online contact classes were conducted from 21st - 24th December, 2020 and the second semester end examinations were conducted from 29th January - 2nd February, 2021. Currently, the students are continuing with the third semester project work. The Batch-6 of PGDGARD started on 28th February, 2021 with the admission of 118 students.

6.2.4 Diploma Programme on Panchayati Raj Governance and Rural Development (DP-PRGRD) in collaboration with University of Hyderabad

The second batch of one year DP-PRGRD programme started in January 2020. There were 47 students in this batch. The online contact classes of first semester were conducted from 10th - 12th August 2020 and the second semester contact classes were conducted from 16th - 18th December, 2020. Currently, the students are continuing with their project work. The third batch of DP-PRGRD commenced from 28th February, 2021 with the enrolment of 72 students.



PGDSRD BATCH-11



PGDTDM BATCH-9



PGDGARD BATCH 5

CHAPTER - 7

SPECIAL FOCUS ON

NORTH EASTERN REGION



NIRDPR-NERC, Guwahati Campus

7.1 Introduction

The North Eastern Regional Centre of the National Institute of Rural Development and Panchayati Raj (NIRDPR-NERC) was established in July, 1983 in Guwahati with the aim to orient its training and research activities to the specific needs of the North Eastern States of India.

Mandate of the NIRDPR-NERC

- Conduct training programmes, conferences, seminars and workshops for senior development executives.
- Undertake aid, promote and coordinate research on its own or through other agencies.
- Analyse and provide solutions to the problems encountered in planning and implementation of the programmes for rural development, natural resource management, decentralised governance, IT applications, Panchayati Raj and related issues
- Disseminate information through periodicals, reports and other publications in furtherance of the basic objectives of the Institute.

7.2 Training Highlights 2020-21

A total of 58 programmes, including training sessions, workshops and seminars, were conducted by NIRDPR-NERC during 2020-21. As many as 14,961 participants were involved in these programmes with an average participation of 60 participants per programme (excluding one online programme where 11,433 participants attended). The programmes included 49 training courses, four workshops/writeshop, four seminars/conferences and one certificate course of one-month duration, attended by a total of 6,457

woman participants. The total online and offline programmes conducted were 48 and 10, respectively. Nine off-campus programmes were conducted across SIRDs and other institutes and organisations of the region. Among all programmes, four come under the sponsored/collaborative

category. In addition, the NRLM-RC of NIRDPR-NERC also conducted 46 programmes involving 3,341 participants from across the North Eastern region. The clientele details of the participants of the programmes are presented in Table 7.1.

Table 7.1: Details of Clientele/ Participants

S. No.	Categories of Participants	No. of Participants in Each Category
1	Govt. Officials	1417
2	ZP/PRIs/VDB/ VC Functionaries	9821
3	Voluntary Organizations/NGO	195
4	National /State Institute for Research and Training	320
5	University/Colleges	955
6	International	107
7	Others (Bankers+ PSU +Individual or any other)	1808
Total		14961



Glimpses of a few online courses conducted by NIRDPR-NERC, Guwahati



Interaction with participants of a training programme at NIRDPR-NERC, Guwahati

The major focus areas of the programmes of NIRDPR-NERC during 2020-21 were:

- Management of mental wellbeing during COVID-19 pandemic
- Integrated disaster management
- Geo-ICT application in rural development
- Management of Farmer Producer Organisations
- e-GramSwaraj Portal
- Promotion of rural non-farm sector enterprises
- Village Development Plan preparation
- e-Governance and digital payment systems
- Promotion of sustainable farm sector livelihoods and enterprises
- GPDP, XV-FC Grants
- Open Source ICT applications and digital marketing
- Natural resource management
- Rural development project management
- Social enterprise development and management
- Research methodologies in rural development

The details of the State-wise participants of various programmes of NIRDPR-NERC Guwahati are presented in Table 7.2.

Table 7.2: Participants from the North Eastern States of India

S. No.	State	No. of Participants
1	Arunachal Pradesh	161
2	Assam	534
3	Manipur	130
4	Meghalaya	247
5	Mizoram	159
6	Nagaland	63
7	Sikkim	261
8	Tripura	258
Total		1813

The details of the State-wise participants other than the North Eastern region of India are presented in Table 7.3.

Table 7.3: Participants from the States other than NE Region

S. No.	State	No. of Participants
1	Andhra Pradesh	125
2	Bihar	85
3	Chandigarh	4
4	Chhattisgarh	20
5	Delhi	76
6	Goa	3
7	Gujarat	36
8	Haryana	42
9	Himachal Pradesh	26
10	Jammu & Kashmir	40
11	Jharkhand	106
12	Karnataka	57
13	Kerala	34
14	Madhya Pradesh	48
15	Maharashtra	134
16	Odisha	55
17	Pondicherry	1
18	Punjab	40
19	Rajasthan	38
20	Tamil Nadu	232
21	Telangana	11591
22	Uttar Pradesh	139
23	Uttarakhand	57
24	West Bengal	159
Total		13148

During the year 107 international participants participated in the international programmes offered by the NERC.

7.2.1 One-Month Certificate Course on Rural Tourism With Focus On Homestays

A certificate course of one-month duration on Rural Tourism with a focus on homestays was organised for the State of Meghalaya at the NIRDPR-NERC, Guwahati from 22nd February and 20th March, 2021. The course was sponsored by the Ministry for Development of North Eastern Region



Field exposure visit to Sikkim

(DoNER), Government of India. The course was attended by 16 participants from Meghalaya, who were self-help group members under the Meghalaya State Rural Livelihoods Society (MSRLS). The technical sessions of the one-month course were designed and planned meticulously following the course module developed by NIRDPR on Rural Homestay Tourism. The one-month certificate course was concluded on 20th March, 2021.



Menstrual Health and Hygiene: Celebrating Amrit Mahotsav

As a part of Amrit Mahotsav, a session was conducted on 'Menstrual Hygiene and Gender Empowerment.' This was followed by a hands-on training session for the 16 female participants from Meghalaya on cotton sanitary pad making. Besides, discussing the different aspects of menstrual health and hygiene, the participants were also imparted practical training on how to make reusable cotton sanitary pads.



7.2.2 Training Cum Workshop On e-Gramswaraj Portal for North Eastern States (On-Boarding e-Gramswaraj – PFMS Interface)

With its emphasis on the e-Governance operations, the Ministry of Panchayati Raj has put in place e-Gramswaraj, a workflow-based accounting system for Panchayats, for ensuring internal administrative efficiency and transparency. The portal e-Gramswaraj (<https://egramswaraj.gov.in/>) is a unified tool for effective monitoring and evaluation of works taken up in the Panchayats, which was launched by Hon'ble

Prime Minister Shri Narendra Modi, on the National Panchayati Raj Day, 24th April, 2020.

In view of this, the first training-cum-workshop on eGramswaraj Portal for the North Eastern States was conducted for the State level Master trainer during 15th-19th March, 2021 at NIRDPR-NERC, Guwahati. Altogether, 77 participants from all North Eastern States (except Tripura) representing RD, PRIs, SMPU, DNO, State NIC, SIPDPR and PFMS nodal officer attended the programme. In this five-day training-cum-workshop, hands-on training was provided to participants in all the components eGramswaraj.



Participants along with the resource persons



A deliberation session in progress

7.3 Highlights of Research Interventions during 2020-21

NIRDPR-NERC undertakes research on area-specific problems of the North Eastern Region as well as diagnostic and programme-oriented research studies in different States of the region. During the year 2020-21, NIRDPR-NERC undertook nine consultancy studies, including an action research project sanctioned by NIRDPR. Out of the nine research studies, five have been completed. The major focus areas of the research studies conducted during the period 2020-21 are as follows:

- Shifting cultivation in the NE States
- Geoinformatics in rural roads projects under PMGSY
- PMKSY
- Time and Motion study
- Village adoption study
- Framers income, nutritional and sustainable economic development
- Eco-restoration and smart climate approach



7.4 Internships

The faculty members of NIRDPR-NERC guided a good number of M.Sc/ M.Tech/MSW/MA students from different colleges and universities from all over the country. The following are the details of some of the universities from which students completed their dissertation works and internship at C-GARD of NIRDPR-NERC, Guwahati during the year 2020-21.

1. M.Tech students of Dept. of Geoinformatics, Central University, Jharkhand
2. Central University of Kerala
3. Central University of Tamil Nadu
4. Central University of Karnataka

Interns from the above universities learned tools, techniques and enhanced their technical skills in GIS, remote sensing and GPS and also enhanced their skills in the design of field data schedules, field data collection, analysis, project planning and report writing, etc.

7.5 Activities of NRLM-Resource Cell, NIRDPR -NERC, Guwahati

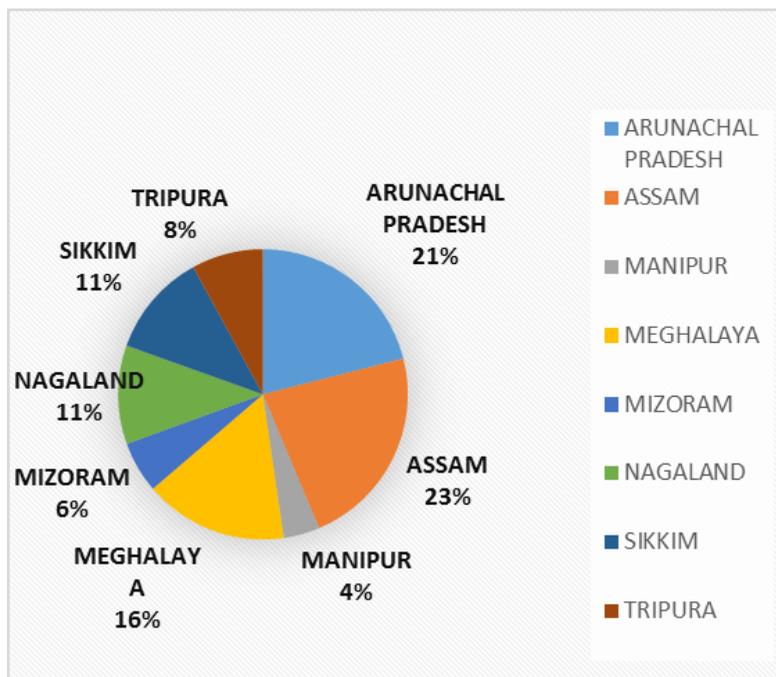
In the year 2020-21, NRLM Resource Cell, NIRDPR-NERC completed 46 programmes attended by a total of 3,341 participants, including 1321 female participants. Of the 46 completed programmes, 40 were online training programmes (3199 participants - 1257 females) and six were offline training programmes (142 participants - 64 females) involving participants from all NE SRLMs. The thematic subjects of the programmes include IBCB-SISD-Gender-FNHW (18 programmes), Financial Inclusion (six programmes), Livelihoods - Farm & Non-farm (13 programmes), HR training (seven programmes) and MIS (two programmes). The details of the theme-wise training programmes and State-wise participants are provided in Tables 7.4 & 7.5 and Graph 7.1.

Table 7.4: Details of Thematic Subjects of the Training Programmes

S. No.	Theme	No. of Trainings/ Workshops	No. of Participants
1	IBCB training and meetings	10	446
2	Gender training	3	1164
3	FNHW training	3	360
4	SISD training	2	77
5	FI trainings	6	235
6	Livelihoods -Farm training	9	321
7	Livelihoods – Non-farm training	4	197
8	HR	7	426
9	MIS	2	115
Total		46	3341

Table 7.5: Details of SRLM-wise Participants

SRLM	Nos.
ARUNACHAL PRADESH	702
ASSAM	758
MANIPUR	134
MEGHALAYA	534
MIZORAM	192
NAGALAND	369
SIKKIM	386
TRIPURA	266
Total	3341



Graph 7.1: Details of SRLM-wise Participants



A training session on organic farming for Nagaland SRLM staff in progress



Field visit during Organic farming training at SPREAD NE, Sonapur, Kamrup, Assam

Field visit during Training on VO formation and Management for Meghalaya SRLM Staff



7.6. Activities of DDU-GKY Cell, Guwahati

- Monitoring of projects under DDU-GKY:** During the period from April 2020 to March 2021, the NIRDPR-NERC team conducted the following inspections:

State	Number of Inspections done
Assam	32
Meghalaya	3

- Verification of Placed Candidates:**

State	Number of Physical verifications done
Assam	75
Meghalaya	0

CHAPTER - 8

INITIATIVES OF NIRDPR-DELHI

The Government of India authorised the Ministry of Rural Development to take appropriate steps for the dissolution of the Council for Advancement of People’s Action and Rural Technology (CAPART) as a Society and merger with NIRDPR. This merger took effect from May 1, 2020 when Ministry of Rural Development notified the dissolution of the CAPART and its subsequent merger with the NIRDPR.

As per the guidelines of the Gazette Notification (No. SO 1255 (E) dated 13th April, 2020), post the merger of the CAPART with NIRDPR, the services of all the existing employees of CAPART shall stand transferred to NIRDPR and they would be deemed to be the employees of NIRDPR on and from 1st May, 2020 for all purposes.

Following the merger, all activities, assets and liabilities of CAPART have been taken over by NIRDPR. The erstwhile CAPART Office in New Delhi has been renamed as NIRDPR Delhi Branch.

The following are the major divisions and their activities at NIRDPR Delhi branch.

8.1 Administration and Establishment Division

As on the date 1stMay, 2020, NIRDPR Delhi Branch had 90 employees and they have been taken on roll of NIRDPR w.e.f. 01.05.2020. The details of the group-wise number of employees are as follows:

Table 8.1: The Group-wise Details of Employees

S. No.	Group	No. of Employees
1.	Group-A	11
2.	Group-B	30
3.	Group-C (including reclassified Group D)	49
Total		90

8.2 Marketing Cell

The Centre for Marketing and Promotion of Rural Products (Marketing Cell) of NIRDPR, Delhi Branch is looking after the management of SARAS Gallery located at Rajiv Gandhi Handicrafts Bhawan, Baba Kharag Singh Marg, New Delhi. This gallery was established for the display and sale of products made by SHGs in order to broaden their marketing base. The exhibition and sale of the products of Self-Help Groups (SHGs) are organised all year round. In addition to this, on behalf of the Ministry of Rural Development, the Marketing Cell of NIRDPR organises the Sale of Articles and Rural Artisan Society (SARAS) Mela every year from 14th to



27th November, 2021 at Pragati Maidan, New Delhi. During the year 2020-21, NIRDPR and Ministry of Rural Development initiated a new step by organising a 'SARAS Aajeevika Mela - 2021' at Noida Haat, Noida, Uttar Pradesh from 26th February to 14th March, 2021. Around 150 women SHGs from 27 States/UTs of the country participated in the exhibition and sale of their products. This exhibition-cum-sale under the brand name of 'SARAS' brought to the fore a wide range of products handcrafted by the rural artisans,

craftsmen and beneficiaries of SHGs promoted by DAY-NRLM from all over the country. The 'SARAS Aajeevika Mela' was visited by a number of national and international dignitaries and distinguished personalities including Cabinet Ministers, Secretary and other senior level officials from various Ministries, foreign delegates, Members of Parliament, dignitaries from various fields, etc. A total sale of Rs.3.83 crore was recorded from all the stalls, including India Food Court during the Mela period.



Entrance Gate of SARAS Aajeevika Mela at Noida Haat



Shri Narendra Singh Tomar, Hon'ble Minister of Rural Development inaugurating the event



Dr. G. Narendra Kumar, Director General, NIRDPR lighting the lamp during the inaugural function

Purvanchal SARAS at New Moti Bagh

The Ministry of Rural Development & NIRDPR Delhi Branch organised 'Purvanchal SARAS Mela' at New Moti Bagh, New Delhi from 14th to 17th January, 2021 showcasing the products of rural women SHGs (artisans) supported under the DAY-NRLM scheme, especially from the Purvanchal States. It was inaugurated by Shri U.P.Singh, Secretary, Ministry of Jal Shakti, on 14th January, 2021 in the presence of Shri Nagendra Nath Sinha, Secretary, Ministry of Rural Development, Smt. Alka Upadhyaya, DG, NIRDPR & Additional Secretary, MoRD, Shri Charanjit Singh, Joint Secretary (RL), MoRD, and other senior officials from MoRD.

A total of 36 SHGs (including six SHGs of SARAS Gallery from Uttar Pradesh) from 12 States showcased their products in 26 stalls at the Purvanchal SARAS Mela. A workshop by NIFT on Design & Packaging was arranged on the premises of Purvanchal SARAS Mela at New Moti Bagh. The four-day Mela generated a total sale of Rs.14.75 lakh.



Shri Amarjeet Sinha, Ex-Secretary (RD) & Adviser to Prime Minister, at the Mela

Project Divisions

Funding towards project works under the schemes of erstwhile CAPART was stopped since 2009 and all the projects were terminated. The Old Schemes Division (OSD) was created to deal with old schemes of CAPART, namely Accelerated Rural Water Supply Scheme (ARWSP), Central Rural Sanitation Programme (CRSP), Development of Women & Child in Rural Areas (DWCRA), Integrated Rural Development Programme (IRDP), Social Animators Training (SAT) and Technology Mission (TM). Further, the ongoing files of the sanctioned projects relating to Nodal NGO/Rural Young Professionals (RYP)/ other related sub-schemes, Watershed Development Programme (WSD), Housing/ Innovative Rural Housing (IRH), Jawahar RozgarYojana (JRY), Gramin Vikas Andolan (GVA)/Nirmal Gram Abhiyan (NGA), Vermicomposting and other discontinued schemes were also transferred to the OSD in the year 2012.

During the year 2020-21 (up to 31.01.2021), all 1128 project files of erstwhile CAPART Headquarters and 2028 files from Regional Centres were examined. The task for completing the procedures for closure of all project files is under process.

8.3 Centre for Technology Alternatives For Rural Areas (CTARA) – Ministry Of Rural Development (MoRD) Research & Development Fellowship

The Ministry of Rural Development (MoRD) continues to support the CTARA-MoRD Research & Development fellowship programme taken up with the Indian Institute of Technology-Mumbai (IIT-B). The programme is being administered by NIRDPR Delhi branch (erstwhile CAPART), through funds provided by the MoRD.

The students selected from M.Tech final year batch of IIT-B worked on selected topics of flagship programmes of the Ministry of Rural Development (MoRD) under the supervision of their respective guides at CTARA, IIT-B. During the second year, the fellows were attached to nodal officers in the relevant departments of the MoRD such as MGNREGA, PMGSY, NRLM, NSAP and RURBAN.

- A. CTARA Batch V (July 2018 – June 2020): During the reporting year 2020-21, three CTARA-MoRD Fellows of Batch V completed their two-year tenure in June 2020.

CHAPTER - 9

POLICY ADVOCACY

NIRDPR acts as a think tank assisting various Ministries, State governments and other stakeholders in formulating policies for various areas of rural development and panchayati raj domains. NIRDPR, with a very strong team of academicians and researchers, strives to create a development arena to bring changes in rural areas. The Institute is mandated to undertake research and action research studies, and organise various training programmes, workshops and seminars on different rural themes. The findings and learnings of the research studies taken up by the Institute provide deep insights to design training programmes for different functionaries and the outcomes of the studies are crucial in policymaking and the management of various development programmes.

The programmes conducted and studies undertaken in the year 2019-20 provide useful inputs and suggestions for effective policymaking and improving the lives of rural masses.

9.1. Re-verification of ODF Status with a Focus on Use and Maintenance: An Empirical Investigation in Madhya Pradesh, India

The Institute has undertaken an empirical study on ODF status in Madhya Pradesh with a special focus on the use and maintenance of toilets constructed under the Swachh Bharat Abhiyan of Government of India. Confirming that the practice of open defecation is rampant in Satna district, the study revealed that 41 per cent of the households regularly defecate in open, and about 12 per cent are using toilet irregularly, which results in 53 per cent of the households defecating in the open. It further observed that 17 per cent of the households do not have toilet facilities at all. This study strongly indicates a need for States to take up re-verification of ODF claims.

9.2. Study of Nirmithi Kendras (Building Centres) in Andhra Pradesh

Based on the request from the Andhra Pradesh State Housing Corporation Ltd. (APSHCL), NIRDPR took up the study of Nirmithi Kendras (NKs) present in the State. The Building Centre popularly known as the Nirmithi Kendra (NK) movement in the country started as a result of the

rehabilitation initiatives taken up after the devastating flood that occurred in the coastal areas of Kollam district, Kerala during the year 1985 (MoUD, 1993). However, majority of the NKs all over the country have issues in terms of their management, sustainability and effectiveness in translating the objectives and goals envisaged for the NKs. Andhra Pradesh has a total of 49 NKs of three different types, i.e., 13 Main NKs (MNKs) at the district level, 27 sub-district NKs (SNKs) and nine cyclone NKs (CNKs). The major focus of NKs established in the State has been on meeting the demand for building materials and minimising the cost of construction. Currently, most of the NKs have become inactive and its infrastructure and machinery have turned unusable due to lack of adequate work in the absence of major housing schemes.

The study observed that with adequate support from the APSHCL and district level administration, the NKs can effectively function and generate revenue for realising the potential of self-reliance. However, the larger objectives of the NKs in terms of promoting appropriate building construction techniques in the construction sector of the State must be given equal importance. The study proposed broader strategies and approaches for the revival of NKs based on its inherent strength to produce building materials, and the operational strategies being adopted by the successful NKs from the States of Kerala and Karnataka. The study suggested that it is very crucial for bringing changes in the management structure of NKs in terms of State, district and NK level. It proposed that engagement of private entrepreneurs and firms for supply of building materials, streamlining the production of building materials at the NKs, undertaking consultancy and contracting works by the NKs, effective financial management systems and audit, etc., are major policy changes required for effective implementation of NKs.

9.3. An Assessment of Service Delivery Governance Issues and Challenges in the Implementation of Pradhan Mantri Awas Yojana - Gramin (PMAY-G)

The study was an attempt to track functional and expenditure gaps in the implementation of PMAY-G. The study proposed the following recommendation for effective implementation of the scheme:

- The study reported that execution of PMAY-G houses was pending due to non-availability of land. Hence, selection of PMAY-G beneficiaries has to be done after proper allocation/identification of land.
- Upon getting access to data concerning the exact fund disbursement on released amount and date, fund flow delays can be identified specifically where the problem is occurring and accordingly, corrective measures can be taken to meet the core objective of timely completion of targeted PMAY-G houses.
- Focus on training & capacity building of the staff at the ground level (village and GP levels) is critical for the overall success of the programme.
- The scheme has been designed as an e-governance initiative; it is imperative to strengthen the infrastructure and train officials in using this infrastructure effectively.

9.4. Stree Nidhi-A Digital Innovation in Indian Microfinance Sector

The Institute undertook a consultancy study on Stree Nidhi's business model entrusted by National Bank for Agriculture and Rural Development (NABARD). The erstwhile Government of Andhra Pradesh (AP) established Stree Nidhi Credit Cooperative Federation Ltd. in September, 2011 with a view to offering quick, timely, and user-friendly credit to the SHGs at a low cost. Stree Nidhi coordinates with Society for Elimination of Rural Poverty (SERP), Mission for Elimination of Poverty in Municipal Areas (MEPMA), Non-Government Organisations (NGOs) and other line departments of the State government associated with the promotion of livelihoods and concomitant rural development. While the role of microfinance in poverty alleviation has been widely researched, the impact of government-promoted microfinance programmes such as Stree Nidhi, especially its efficacy in delivering microfinance through digital platforms and sustainability of the business model, have not been undertaken so far.

The study found that financial literacy and digital literacy of the SHG members have a significant positive correlation between their income and assets. These correlations reflect that financial and digital literacy mutually reinforce each other while accumulating assets by the SHG households. It is also evident from the findings that credit and income have a significant positive correlation, which indicates that the income of the SHG households will go upwards if loans are sanctioned to them at successive intervals. Further, more than 95 per cent of the stakeholders (office-bearers of SHG

federations, bank officers, etc.) were of the view that Stree Nidhi made the borrowers financially literate. It enhanced the livelihood opportunities of the SHG households by encouraging them to set up small business ventures, thereby improving their standards of living through the supply of timely and adequate credit in AP and Telangana.

Stree Nidhi stakeholders further opined that the sustainability of Stree Nidhi's business model is robust due to its external support of the government, responsive SHG community as well as SERP/MEMPA, technological prowess and cost leadership. Overall, the study observed that Stree Nidhi business model has witnessed spectacular growth in terms of deposits, loans, capital resources, and the number of SHG borrowers during the last eight years. As such, the business model of Stree Nidhi is sustainable and can be replicated in other parts of rural India, given its customer-centric features, digital banking, and inclusive and responsible finance model, provided it is customised as per the contextual ground realities.

9.5. Implementation of Income Support Scheme and its Impact on Investment in Agriculture in Telangana

The Institute has conducted a study on the Farmer's Investment Support Scheme (Rythu Bandhu Scheme-RBS) of Telangana State. The scheme is a radical initiative in the redirection to tackle the problem of agrarian distress in the State for a long time. The Government of Telangana initiated this scheme during the kharif season of 2018 with an objective to support the farmers by providing financial assistance of Rs. 8,000 per acre initially. From 2019 onwards, this was increased to Rs.10,000 per acre, for two seasons in a year. The study was taken up during rabi 2019 in two villages of Telangana to examine the design of the programme, its sufficiency to the beneficiaries, purpose of utilisation of the amount, process of implementation and satisfaction of the farmers.

The key findings of the study are as follows:

- The scheme is crop and land size neutral, and it required the definition of cultivator based on land ownership. The State government has explicitly not included the tenant farmers in the scheme with the premise that the extent of tenancy is very minimal.
- The study found that the extent of tenancy in the study villages has increased from 15.97 percent of the cultivated area in 2018-19 to 16.66 percent in 2019-20.
- It was observed that there was neither a change in terms of the lease nor the amount transferred under RBS was

shared by the owners to their tenants.

- The coverage of the scheme to the beneficiaries was 86 percent during the period of launch i.e., in kharif 2018 and was reduced to 61 per cent by rabi, 2019. Only, 67 percent of them reported that they were satisfied with the implementation of the programmes owing to the non-receipt of benefit by some of them. However, all the sample respondents wanted the State government to continue with the implementation of RBS.
- Empirical findings reveal that the sufficiency of the amount of support provided under the scheme to meet the cost of production of crops varies from crop to crop ranging from 3.9 per cent to 39.9 per cent.
- The study revealed that about 20 per cent of the financial support was utilised for non-agriculture purposes, 13 per cent of non-cultivators were benefitted from the programme, and 16 per cent of the land for which the amount was transferred under RBS was leased by tenant farmers in the study areas.

The study proposed that there is a need to explicitly recognise the role of tenancy in agriculture and the increasing needs of the marginal farmers and landless households to augment their production base with land leasing operations. The study also proposed that care must be taken to redesign the programme by placing conditions for the transfer of amount in the form of 'cultivators only' to eliminate both inclusion and exclusion errors. It indicated that timely release of amount coinciding with agriculture operations may result in utilising the amount for agriculture operations only.

9.6. Evaluation of Unnat Bharat Abhiyan– A Quick In-depth Study to Track the Achievement of Objectives

NIRDPR was entrusted to carry out the evaluation of Unnat Bharat Abhiyan activities. The evaluation was carried out with a view to knowing and checking the direction of scheme implementation in achieving the delivery of outputs and assessing the scope of achieving the intended results (outcomes and impacts). The study aimed to foresee the necessary changes in restructuring the scheme, based on the performance of the UBA in its entirety since the scheme was nearing the fag end of the term. It also intended to identify factors that facilitated or impeded the achievement of the scheme objectives and come out with an appraisal of the scheme. The study made recommendations for improved functioning of the Unnat Bharat Abhiyan.

9.7. Digital Media for Rural Development: A Communication Study in Remote Rural Telangana

The study conducted in two districts of Telangana revealed that about 30 per cent of people do not own mobile phones and those who own mostly have feature phones. It is suggested that the local and State government need to integrate their telecom regulatory, tax and rural development policies, and provide more incentives and support to roll-out of mobile services across the country. The mobile industry needs to understand the social and development impact of mobile connectivity in rural communities and to make it more accessible to them. This is achievable through the combined efforts of CSR and NGOs. Once mobiles are available at low cost, an inbuilt app to access schemes with use of AI can greatly facilitate usage and development. To strengthen the usage, online learning through YouTube videos was found to be popular medium in local language. A directory of apps and links is necessary to ease out information overload.

Mobile usage may be popularised through digital literacy and provision of compendium of government websites and links related to every policy whether Central or customised as per State and Institutional information. A platform may be developed with links to other relevant information related to schemes, eligibility of beneficiaries, etc. This may be facilitated through linkages with CSR and NGOs for upkeep and use of kiosks to access internet in villages. A focus group comprising NGOs working for digital literacy, companies in mobile business, CSR on mobile literacy campaigns with facilitation at Ministry level can assist mobile literacy.

9.8 Evaluation of Media and Publicity Scheme

The MoPR had approached NIRDPR for a third-party evaluation study on Media and Publicity Scheme of the Ministry. The study intended to assess the extent to which the existing scheme serves the purpose of its conception and extent to which the scheme directly/indirectly addresses the purpose of achieving the goals and targets of SDGs to which India is signatory. Two indicators from MoPR were considered - (a) Profile of Panchayat including levels of poverty/literacy/health, etc., and (b) Number of Antyodaya PDS cards (2007-2020). Based on this, the gaps in achievement of outcomes as per guidelines of the scheme were identified and a communication strategy was suggested for improvement in reaching out to the target groups. This included an exclusive part on social media usage.

CHAPTER - 10

INITIATIVES DURING COVID-19

The COVID-19 pandemic has disrupted the activities across all sectors, including education and training. The COVID-19 pandemic and subsequent lockdowns have interrupted the conventional teaching and learning practices. During the COVID-19 pandemic, remote learning offered some respite to education continuity when academic learning, vocational education and training were particularly affected by the crisis. Compared to the general programmes, technical and vocational programmes suffered a two-way disadvantage in the form of social distancing requirements and closure of the institutions.

10.1. NIRDPR Initiatives/Innovations

During the year 2020-21, majority of the activities of NIRDPR were carried out through online mode. The following methods were adopted for theoretical knowledge transfer by different centres:

1. With the emergence of the new term 'physical distancing', many of the training programmes of the Institute were conducted by delivering lectures and presentations on study findings using various modern technological tools, especially interactive platforms such as CISCO WebEx, Zoom, Google Meet, etc. These methods have become a very good substitute for physical classes and paved way for continuation of the training programmes without any interruption.
2. The faculty members presented their research study findings online using interactive platforms. During the pandemic, the faculty forums were conducted online, which, in turn, provided an opportunity to invite eminent scholars across the country. This helped the researchers to obtain valuable feedback/suggestions from eminent scholars in the domain areas.
3. The faculty members of the Institute started using mobile devices for teaching and research activities and the use of mobile technologies by the faculty members witnessed an increase during the COVID-19 period. They delivered lectures and collected data for research studies and feedback on the training programme utilising online data collection tools such as ODK, Google Forms, etc.

4. Platforms, especially WhatsApp, has been utilised for providing course materials and programme schedules to participants, sharing the presentation of the resource persons, dissemination of information on the training themes as a follow-up action, etc.
5. E-learning modules were developed and extensively used to reach out to participants across the country. The courses offered by the Institute were converted into e-learning modules and uploaded on the e-Gram Swaraj platform. The process of course development for i-GOT (Mission Karmayogi), an initiative of the Government of India, is under process. It was decided that a minimum of one course from each faculty should be developed and uploaded on the i-GOT platform.

In the stakeholder-wise ToTs organised on community engagement for prevention of COVID-19 by CRU-NIRDPR, about 11,028 stakeholders were trained as trainers in 45 batches at an average of 245 participants per batch through Zoom conferencing, in April 2020. The key stakeholders trained across the country were Rural Development and Panchayat Raj, SERP, MEPMA, PHC & Ayush medical officers, TRIFED, Panchayat Presidents, Block Development Officers, faculty from NIRDPR, SIRDs, ETCs and Master Trainers and Centre Managers from DDU-GKY from several States. A detailed description of the initiatives taken up by NIRDPR during COVID-19 period is presented in the following paragraphs.

10.2. NIRDPR Initiatives and Risk Communication during Corona Crisis

In April 2020, NIRDPR in collaboration with the UNICEF, Hyderabad, trained Community Leaders through online programmes to practice social behaviours required for controlling the transmission of COVID-19 cases in villages. In majority of the training programmes that extended up to two hours, around 500 participants were able to actively join and participate. These online training programmes for the resource persons covered a detailed Risk Communication Plan to build capacities of Panchayati Raj Institutions (PRI), Self-Help Groups (SHGs), National Service Scheme (NSS)

volunteers and Community Radio Stations (CRS) on the role that they can play in preventing the spread of COVID-19 in their groups and village communities. A total of 28, 33,744 stakeholders from Telangana, Andhra Pradesh and Karnataka were briefed on the key practices to be adopted to prevent the spread of Corona. The participants, in turn, communicated the messages further down to the Panchayat level.

NIRDPR issued a detailed advisory note to all States and UTs on 'What can Gram Panchayats as Local Governments do during COVID-19 Pandemic? This advisory note is provided in **Annexure -XI**.

In addition to this, NIRDPR also developed the following video films during April-May 2020, which were widely published through YouTube, 'NIRDPR Connect' Messaging App, WhatsApp Groups, GramSwaraj e-Learning Portal and NIRDPR website ensuring timely and maximum reach to Gram Panchayats (All the videos can be accessed from - <http://nirdpr.org.in/caronamat.aspx>).

1. What Gram Panchayats can do to prevent coronavirus and manage the migrant workers?
2. How to make hand sanitiser at Gram Panchayats for bulk use?
3. How to make cloth-based masks? –A demonstration by a women SHG
4. What is contact tracing and why it is important for containing COVID-19?
5. Ayurvedic and home remedies for preventing coronavirus infection
6. Social distancing measures to be followed in a village
7. What precautions should be taken in villages while buying vegetables and grocery items?

10.3 Initiatives taken by Centre for Panchayati Raj, Decentralised Planning and Social Service Delivery (CPR-DP-SSD) during COVID-19

When the risk of spread of COVID-19 was anticipated, the NIRDPR alerted all its staff, faculty members, and residents on preventive behaviours, the importance of adhering to the health protocol released by the Ministry of Health and Family Welfare, and the lockdown norms. All in-person training programmes scheduled were converted to online mode. The hostels of the NIRDPR were offered to the State Department of Health to isolate COVID-19 infected persons.

10.3.1. Online training programmes to provide handholding support to SIRDs and Gram Panchayats

in tackling the post-COVID-19 situation in villages

Ministry of Panchayati Raj (MoPR) issued advisories to all States regarding utilisation of 14th Finance Commission (FC) Grants and priority areas for utilising 15th FC grants. Panchayats were strongly advised to revisit their plans and give priority to activities related to sanitation, water supply, maintenance of community assets, food shelters, community kitchens, etc. The 15th FC grants to be released shortly mandated that Panchayats should spend 50 per cent of tied grants on sanitation, maintenance of ODF status, drinking water supply, rainwater harvesting and water recycling. Considering these, Panchayats are being advised to revisit their plan for 2020-21 and prepare Gram Panchayat Development Plans accordingly.

Against this background, the Centre for Panchayati Raj Decentralised Planning and Social Service Delivery (CPRDPSSD) organised two online training programmes to provide handholding support to SIRDs and Gram Panchayats in tackling the post-COVID-19 situation in villages. The details of the programmes are as follows:

- i. The first online training (Webex platform) which was organised from 13th - 14th May 2020, was attended by 100 members, comprising faculty members of SIRDPRs, and GPDP nodal officers from State, ETCs, DPRCs and PRCs.
- ii. The second online (Webex platform) orientation training programme was organised exclusively for Tamil Nadu, on 15th May 2020, attended by nearly 1150 Panchayat Presidents, BDOs, Panchayat Secretaries, SHG members and other RD Department officials.

10.3.2. Capacity Building Gram Panchayats on monitoring migrant workers and prevent coronavirus spread in their villages (from March to May 2020)

NIRDPR has been constantly monitoring the nationwide developments on corona virus outbreak since the second week of March 2020, and proactively initiated various measures in building the capacity of Gram Panchayats with relevant and timely information on a daily basis. The following are the key initiatives undertaken by NIRDPR.

- i. **Nationwide outreach through print media:** On 31st March 2020, the Director General reached out with an article on how Gram Panchayats could monitor migrant workers and prevent the spread of COVID-19. This

article was widely published in 14 newspapers across India in English and Hindi. On 16th April, 2020, a press release was made to update the various online training programmes jointly organised by NIRDPR and UNICEF.

- ii. **Awareness videos for PRIs:** The Centre for Panchayati Raj, Decentralised Planning and Social Service Delivery (CPR, DP & SSD), NIRDPR is continuously developed awareness videos related to corona virus prevention and on the role of Gram Panchayats during the COVID crisis. These videos are being widely published through YouTube, 'NIRDPR Connect' Messaging App, WhatsApp Groups, GramSwaraj e-Learning Portal and NIRDPR website ensuring timely and maximum reach to Gram Panchayats.
- iii. **Online course on Role of PRIs in managing coronavirus pandemic:** Relevant information and training modules related to COVID-19 Management at Gram Panchayats level is made available as an online course in the NIRDPR e-Learning Platform (Gram Swaraj renamed as Gram Prashikshan)(<http://gramswaraj.nirdpr.in/>). A total of 36 topics have been uploaded which also include the best practices adopted by Gram Panchayats. Content in this course is being updated on a daily basis and made available for the public as open access.
- iv. **NIRDPR Messaging App:** The CPR, DP & SSD has succeeded in collecting the contact details (Sarpanch & Panchayat Secretary) of nearly 2.6 lakh Gram Panchayats across India. Around 29,000 Sarpanches and Panchayat Secretaries have downloaded the App and started receiving information sent from NIRDPR. The messages mainly contain information related to the role of Panchayats in managing COVID-19 crisis and best practices adopted by Panchayat leaders in managing the COVID-19 outbreak and supporting migrant workers. This app also has the option for two-way interaction. Faculty members have been responding to the queries posted by Sarpanches and Panchayat secretaries by providing them with the required information.
- v. NIRDPR documented the best practices adopted by Gram Panchayats across the country and submitted to MoPR.

10.4 Activities undertaken by DDU-GKY Cell, NIRDPR

The following key activities have been undertaken by the DDU-GKY Cell, NIRDPR to address the challenges posed by the pandemic since 1st June, 2020:

1. Telephone befriending and analysis of the data presenting solutions, including structured and scientific approach to rural youth counselling and submission of the report to MoRD
2. Preparation of modules on Disaster Management for DDU-GKY candidates
3. Translation of FAME – Financial literacy module – into local languages for DDU-GKY candidates

10.4.1. Wellness and Willingness of Rural Poor Youth:

Telephone befriending: 'Telephone Befriending' was an activity undertaken by DDU-GKY to reach out to the rural poor youth in 19 States through a series of tele-calls from 01st June, 2020 – 30th June, 2020. The team reached out to 1,08,491 rural youth who were either placed/trained or undergoing training during the pandemic, across 405 projects in 19 States under DDU-GKY. It was a simple structured conversation to help the skill training partners capture the psychological, social, financial and physical well-being of candidates during the pandemic. It gave an opportunity to identify and refer to any emerging issues and concerns faced by the candidates who are either at their workplace or in their villages. Though the training partners were connected with candidates through different channels, this structured activity offered a qualitative and quantitative approach for the uniform implementation of supporting mechanisms during COVID-19 period. The key objectives of this initiative were to:

- Reduce social isolation of rural youth
- Improve self-confidence among rural youth
- Improve health and emotional well-being (self and family)
- Lend a listening ear

The data (qualitative and quantitative) collected from this activity was analysed to gauge the key stressors for the candidate during the pandemic and support them accordingly. The study gave insights about DDU-GKY candidates through two indices: wellness and willingness. The wellness of the candidates was considered in the following four categories: physical health, mental/emotional health, familial and financial wellbeing. Willingness pertains to candidates' interest to continue into training/OJT/Placement.

The key outcomes of the study are as follows:



Figure 10.1: Coverage of Activity in the States

- The impact of the pandemic on the rural youth could be gauged quantitatively which helped in proposing the wellness index and willingness index of rural poor youth under DDU-GKY.
- The activity has also prompted the division to fortify rural youth counselling through a structured, scientific and multi-pronged approach that was laid out in the analysis report.

10.4.2. Financial Literacy

The economy was the worst hit during the pandemic. The Cell recognised the need to improve financial literacy of rural youth undergoing training in DDU-GKY. Accordingly, the module issued by Financial Inclusion and Development

Department(FIDD) Central Office on ‘Financial Awareness Messages’ was translated into Hindi, Telugu, Gujarati and Malayalam by 18th September, 2020 so as to make it easily comprehensible to the rural youth of the country.

10.5. Centre for Rural Infrastructure (CRI) initiatives on Risk Communication and Community Engagement (RCCE) response to COVID – 19 during June 2020 to January 2021

The Communication Resource Unit (CRU) of NIRDPR, supported by the UNICEF, was primarily involved in social and behaviour change communication (SBCC) on movements such as POSHAN Abhiyan and Beti Bachao and Beti Padhao. Taking cognizance of the risk that was staring at the nation, the CRU turned its communication towards Risk Communication and Community Engagement (RCCE)

response. The CRU continued to engage with different stakeholders on RCCE to sustain the practice of COVID-19 appropriate behaviour in the community in the battle against COVID-19. CRU also supported the State governments with SBCC campaigns for COVID-19 and with timely adaptation and designing of national material to regional languages such as Telugu and Kannada.

The following activities were carried out by CRU from June 2020 to January 2021 on COVID-19 response.

10.5.1 A Campaign for 100 per cent Usage of Masks by People of Andhra Pradesh and Telangana for the Prevention of COVID-19

As more and more businesses and workspaces become operational again, greater compliance to the key behaviours pertaining to maintenance of physical distance, proper use of mask at all critical times, respiratory and hand hygiene became all the more important. In this context, CRU-NIRDPR and UNICEF Hyderabad office in collaboration with the Department of Health and Family Welfare of Government of Andhra Pradesh and Telangana designed a campaign 'Maaske Kavacham' (mask is the shield) emphasizing the use of mask in an appropriate manner and stay safe from COVID-19.

Six primary behaviours were identified to promote the proper use of mask at all critical times. These were supplemented with other two important behaviours of physical distancing and frequent handwashing with soap.

The Maske Kavacham campaign was designed as a 360-degree campaign, which was implemented across the States to reach out to the communities in every rural village and urban ward. The following set of interventions was taken up during the intensive 360-degree campaign to reach the target audience through multiple channels and platforms with a consistent message.

- **Inter-Personal Communication:** By SHGs, ASHA, AWW, NSS and Gram Volunteers (with the support of leaflet and videos).
- **Posters Display:** At shops and market areas in urban slums, RWAs, GPs, bus stands in urban and rural areas, offices and worksites, other high touchpoints.
- **Hoardings:** At strategic locations in district and mandal HQ.
- **Miking:** In urban slums/markets and rural GPs.
- **Mobile Van:** Branded van at district level to cover

urban areas, especially slums.

- **Radio:** Audio Spots/PSAs on AIR and private FM Channels as well as Community Radio Stations supplemented with interviews with experts, phone-in programmes, and promotion of the campaign.
- **TV:** Films/PSAs on Doordarshan and other channels supplemented with interviews and panel discussions with experts, phone-in programmes, promotion of the campaign.
- **Social Media:** Dissemination of digital card/ infographic and video on Facebook, Twitter, Instagram, Aarogya Setu app, WhatsApp.
- **Digital Media:** Dissemination of digital card/ infographic and video on WhatsApp groups of different stakeholders. Mobile caller tune through different service providers.

The campaign package consisting of posters, hoardings, leaflets and radio/audio jingles was inaugurated by the Hon'ble Health Minister of Andhra Pradesh and rolled out successfully in all the districts. It was also adapted and rolled out in Yadadri Bhuvanagiri and Khammam districts of Telangana.

10.5.2 Training of Sevadal of Sri Sathya Sai Seva Organisation on COVID-19 and Risk Communication and Community Engagement

CRU-NIRDPR and UNICEF Hyderabad field office partnered with 'Sathya Sai Seva Trust' to train the Sevadal volunteers of Andhra Pradesh, Telangana and Karnataka on 'Risk Communication and Community Engagement'. 'Sathya Sai Sevadal volunteers have a huge presence and reach across the States. The Sevadal teams are socially well-connected and disseminate a lot of information and even the devotees look up to them for COVID-19 relief and support. A total of 2681 Sevadal volunteers in eight batches were trained from three States i.e., Andhra Pradesh, Telangana and Karnataka through ToT approach. The trained teams are to cascade these efforts and impart RCCE-specific COVID-19 training to the Sevadal members of their respective centres, who further reached out to community members.

10.5.3. Digital Material Supporting POSHAN Maah Campaign of 2020 with COVID-specific Nutrition Messages:

Considering the impact of COVID-19 and the declining trend

of indicators related to nutrition and health, the CRU of NIRDPR developed digital slides and care and protection flyer with various themes of preventive measures of COVID-19, antenatal care and safe delivery, newborn care and breastfeeding, immunization, IYCF and protection of children. The CRU also developed digital slides, GIF videos promoting POSHAN Maah 2020 campaign theme messages around identification and action required for Severe Acute Malnutrition (SAM)/Moderate Acute Malnutrition (MAM) children, promotion of kitchen garden, PRI members' role in POSHAN and 1000 days care. All these were circulated via social media platforms, namely Twitter, Facebook and WhatsApp groups of CDPOs, supervisors, anganwadi teachers and pregnant women.

Gratitude Posters thanking COVID Warriors

The CRU of NIRDPR developed seven gratitude posters thanking the bravery of the COVID warriors, especially the frontline workers. The posters were developed in Telugu, Kannada and English languages focusing on the work of the frontline warriors from the sectors such as nutrition, health, sanitation, protection sectors. All these posters were shared with respective departments of the State governments of Telangana, Andhra Pradesh and Karnataka.



10.5.4 ToT to State Nodal teams, District and Block Resource Persons working under National Rural Livelihoods Mission (NRLM) on Risk Communication for Prevention of Spread of COVID-19 in Rural India

Reverse migration from urban areas to villages was observed

to be the reason for cases that were detected in rural areas. The most important factor in preventing the spread of the virus locally was to empower the citizens with the right information and take precautions as per the advisories being issued by the Ministry of Health & Family Welfare and other international organisations. In this context, the National Rural Livelihoods Mission (NRLM), with the support of CRU-NIRDPR, developed a strategy to reach out to rural communities with COVID-19 prevention messages. A detailed strategy was worked out to engage communities with much needed innovative SBCC material to promote COVID-19 preventive behaviours among people. Together, a two-hour training curriculum was developed to train the block, district and village level trainers through Zoom application on topics such as anxiety management, key facts about COVID-19, key behaviours to be practised by all to protect oneself from COVID-19, preventing COVID-19 related stigma, role of key stakeholders in promoting preventive behaviours, cascading the training to next level, working out action plans to reach the most vulnerable communities and reporting on cascade training programme.

SHG members at the village level can easily reach rural communities with the information on COVID-19 and promote preventive behaviours among them as they are well connected with the members and are considered to be a reliable source of information. Keeping this in view and based on the request of the Ministry of Rural Development, the CRU-NIRDPR and NRLM Cell of NIRDPR organised online training programmes for State Nodal teams, and district and block resource persons from 12 States i.e., Uttar Pradesh, Madhya Pradesh, Maharashtra, Odisha, Chhattisgarh, Rajasthan, Gujarat, Tamil Nadu, Himachal Pradesh, Haryana, Punjab and Kerala. A total of 2,950 Master Resource Persons were trained in nine batches during the first half of June, 2020. The trainees are to reach all CRPs, SHGs members in a cascading mode.



Posters thanking COVID Warriors prepared in various languages

CHAPTER - 11 ADMINISTRATION

11.1. Administration

The Administration wing of NIRDPR supports and facilitates faculty members in undertaking training, research and consultancy activities of the Institute and all matters related to its day-to-day functioning. The Institute has its General Council, Executive Council and Academic Council to provide guidance on policy, execution and academic matters, respectively. The Institute’s policies and strategies are broadly determined by the General Council. Hon’ble Union Minister for Rural Development is the President of the General Council. The Management and Administration of the Institute is vested in the Executive Council with Secretary, Rural Development as its Chairman and the Director General

as the Member Secretary.

The Institute is headed by the Director General, an officer of All India Services in the rank of Additional Secretary/ Secretary carrying Higher Administrative Grade Scale/Apex Scale. The Director General is responsible for the administrative affairs of the Institute and shall exercise powers under the direction and guidance of the Executive Council. The Director General, Deputy Director General, Director (Financial Management) & Financial Advisor, and Registrar & Director (Admn.) are supported by Assistant Registrars (Establishment & Training), Assistant Financial Advisor & Pay and Accounts Officer, etc. The Organisational set-up is depicted in the following Chart-11.1.

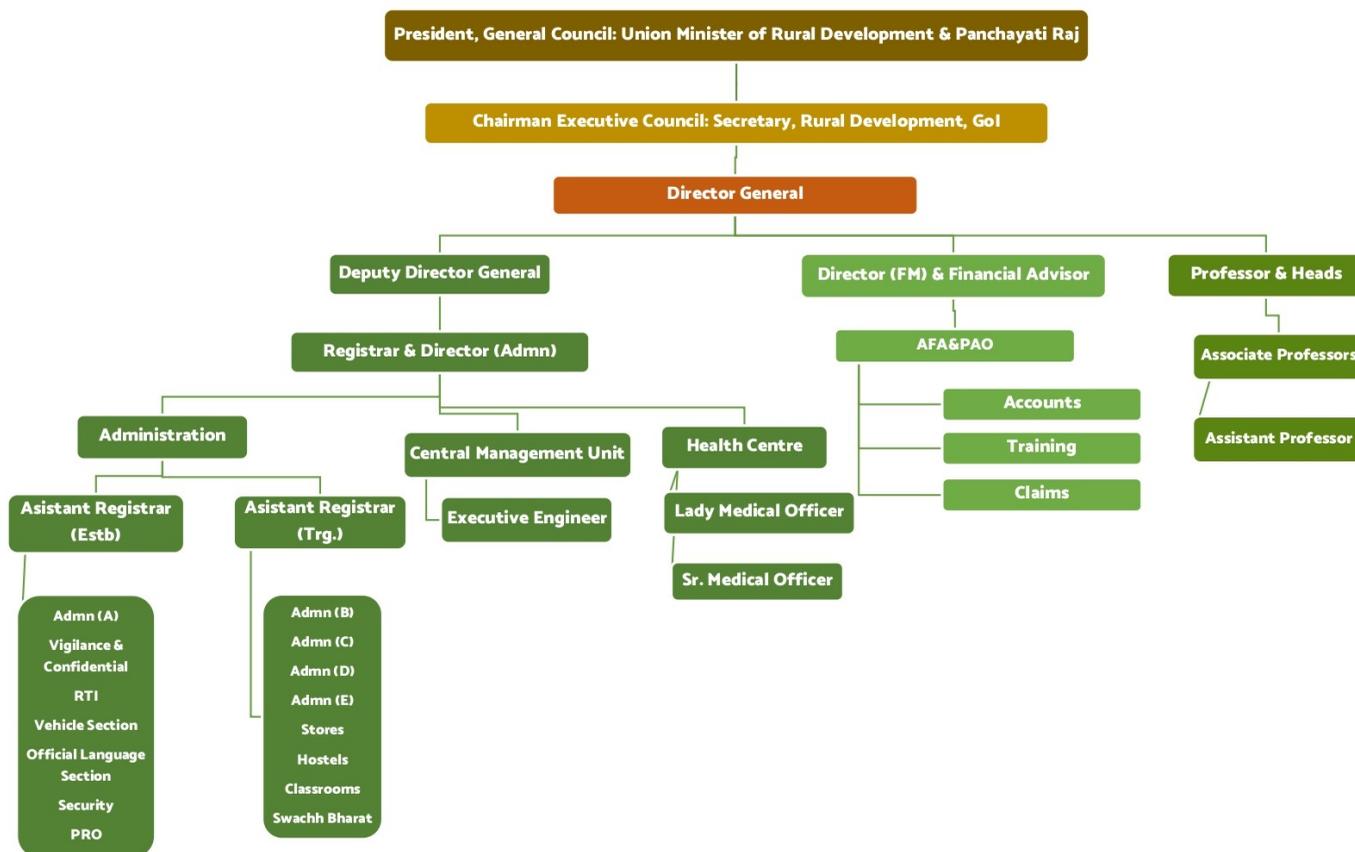


Figure 11.1: Organogram of NIRDPR

General Council

The General Council is presided by the Honourable Union Minister for Rural Development, Government of India. General Council is responsible to observe the provisions of the Memorandum of Association, rules and instructions of the Government of India in the Department, exercise general control and issue directions for efficient management and administration of the affairs of the Institute, to nominate members of Executive Council, etc. The constitution of General Council for the year 2020-21 as on 31st March, 2021 is at **Annexure-XII**.

Executive Council

The Secretary, Department of Rural Development, Government of India is the Chairperson of the Executive Council. The management and administration of the Institute is the responsibility of Executive Council subject to general control exercised and directions issued by the General Council. The constitution of the Executive council for the year 2020-21 as on 31st March, 2021 is at **Annexure-XIII**.

Academic Council

Academic Council deals with the matters relating to research and training, including the finalisation of Annual Calendar for training programmes and research programmes of the Institute. The composition of Academic Council is given in **Annexure-XIV**.

Functional Centres of NIRDPR

In order to meet the growing challenges of capacity building for rural development, the Institute has 17 centres falling under seven schools catering to different thematic areas of holistic rural development. In addition, the Institute also has three Professional Support Centres i.e., Centre for Development Documentation & Communication for handling documentation and publication matters; Centre for Information & Communication Technology for offering IT solutions and maintaining IT infrastructure; and the Centre for Research & Training Coordination and Networking which is responsible for coordinating research and training activities, partnering and networking with various State-level institutions.

Table 11.1: Schools and Centres of NIRDPR

S. No.	Schools	Centres within the School
1.	Development Studies & Social Justice	Centre for Human Resource Development (CHRD) Centre for Gender Studies and Development (CGSD) Centre for Equity & Social Development (CESD) Centre for Agrarian Studies (CAS) Centre for PG Studies and Distance Education
2.	Rural Livelihoods and Infrastructure	Centre for Wage Employment and Livelihoods (CWE&L) Centre for Rural Infrastructure (CRI) Centre for Entrepreneurship Development and Financial Inclusion (CED&FI)
3.	Sustainable Development	Centre for Natural Resource Management, Climate Change and Disaster Mitigation (CNRM, CC&DM)
4.	Public Policy and Good Governance	Centre for Planning, Monitoring and Evaluation (CPME) Centre for CSR, Public Private Partnership and People's Action (CC, PPP & PA) Centre for Good Governance & Policy Analysis (CGG&PA)
5.	Local Governance	Centre for Panchayati Raj, Decentralised Planning and Social Service Delivery (CPRDP&SSD)
6.	Science, Technology and Knowledge Systems	Centre for Geo-informatics Applications in Rural Development (CGARD) Centre for Innovations and Appropriate Technologies for Skills and Jobs (CIAT&SJ)
7.	Accountability and Transparency (A&T)	Centre for Social Audit (CSA) Centre for Internal Audit in Rural Development (CIARD)
Professional Support Centres		Centre for Development Documentation & Communication (CDC) Centre for Information & Communication Technology (CICT) Centre for Research & Training Coordination and Networking (CRTCN)

In addition to the above centres, the Centre for Marketing and Promotion of Rural Products was created in July, 2020 at NIRDPR Delhi Branch.

General Administration

The Director General, the Chief Executive Officer of the Institute, is responsible for the administration of the Institute and exercises powers under the direction and guidance of the Executive Council. The Administration of the Institute is

responsible for coordination, conduct of statutory meetings, establishment and personnel management, management of guest houses, campus, support services, health services and welfare of the employees.

Statutory Meetings

The following are the statutory meetings held during the year 2020-21:

Meeting	Date	Venue
130 th Executive Council	22.05.2020	Through Video Conferencing
131 st Executive Council	31.03.2021	Through Video Conferencing

Infrastructure Facilities

The Institute is situated in an area of 174.21 acres with infrastructural facilities like faculty buildings, administrative buildings, well-equipped library, four A/C guesthouses with 223 guest rooms, 11 conference halls, auditorium with a seating capacity of 357 persons, Community Hall, Health Centre, Sports Complex, 219 residential quarters, Staff Canteen, Crèche, Youth Club, Yoga and Gymnasium facilities, etc.

The Institute has an excellent IT infrastructure with a computer centre having dedicated connectivity of the Internet and Intranet. The Institute has been recognised as a Centre of Excellence by the Department of Personnel and Training, Government of India. The NIRDPR network provides online services for effective academic and administrative functions, e-office, e-journals, Indian Panchayat Knowledge Network (IPKN) with the States, districts, SIRDs/ETCs, National Institutes, research organisations, etc., and has 1000-odd hosts in its network with the Government of India, Ministries and Departments. The Institute gets uninterrupted internet services through its National Knowledge Network (NKN) connectivity of 1Gbps and with a redundancy of 55 Mbps dedicated link availed from M/s. BSNL. Wi-Fi facilities are available across the campus, office buildings and guesthouses.

There are two well-equipped computer labs and a Geographic Information System (GIS) lab available in the institute for conducting training, evaluation, hand-holding activities, etc., for the international and national participants. These labs cater to the training and research activities of the Institute and meet the emerging needs of the Institute.

Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

In accordance with Section 4(1) of the Sexual Harassment of Women at Work Place (Prevention, Prohibition and Redressal) Act 2013, an Internal Complaints Committee (ICC) was constituted in the Institute, which is headed by a senior female faculty member. During the period, no complaint of sexual harassment was received.

Implementation of Right to Information (RTI) Act, 2005

The Institute has taken steps to implement the provisions of the Right to Information Act, 2005 for providing information and ensuring transparency. NIRDPR website provides the details of mandatory disclosures as provided under RTI Act, 2005. The Institute has a designated Appellate Authority, a Public Information Officer, two Assistant Public Information Officers and a Transparency Officer for providing information sought by the RTI applicants and their names are also displayed on the NIRDPR website. The Institute also has a separate Appellate Authority and Public Information Officer for its North-Eastern Regional Centre (NERC) in Guwahati and NIRDPR Delhi Branch.

During the year 2020-21, 80 RTI applications and appeals on various issues were received and the same were disposed of, as per the procedure. The Institute also submitted mandatory online quarterly returns, as per the procedure. The RTI applications mainly pertain to projects, educational programmes, service matters, court matters, recruitment, publications and appeals, etc.

Faculty Development

As part of the faculty development and enrichment process, faculty and non-faculty members of the Institute are deputed on a regular basis to various seminars, conferences, workshops and training programmes in India and abroad. The details of faculty and non-faculty participation in various

programmes during 2020-21 are given in **Annexure-XV**.

Staff Details

The total strength of academic and non-academic staff is given in Table 11.2.

Table 11.2: Manpower of Academic and Non-Academic Staff

I.		Academic Post					
Category	SC	ST	OBC	Others	Total	Ex-Servicemen	Women out of Total Strength
Group-A	6	3	14	32	55	-	15
Group-B	-	-	-	1	1	-	-
Total	6	3	14	33	56	-	15
II.		Non-Academic Posts					
Category	SC	ST	OBC	Others	Total	Ex-Servicemen	Women out of col.6
Group-A	5	2	-	13	20	-	5
Group-B	13	3	9	21	46	-	13
Group-C	14	7	32	61	114	4	30
Group-C (Re-Classified)	31	6	48	30	115	1	34
Total	63	18	89	125	295	5	82

A large number of Group C & re-classified Group-C employees were given benefits like sanctioning loans for higher studies/marriage of their children, at very low interest rates from the benevolent fund of the Institute.

As an endeavour to support poor women, the canteen management of the Institute is entrusted to a Self-Help Group. The Institute also supports and provides assistance to Bharatiya Vidya Bhavan's Vidyashram (BVBV) located on the campus.

Recruitments

During the period from April, 2020 to March, 2021, the positions of Director General and Registrar & Director (Admn.) were filled through deputation by the Ministry of Rural Development, Govt. of India. The Institute from time to time also recruits temporary staff for various projects.

Important events Organised by the Institute in 2020-21

The Institute celebrates Independence Day and Republic Day every year. Several activities like March Past and cultural programmes performed by BVBV students and games for Indian as well as international participants were organised. As a step towards fostering good relations with other countries, the Institute also facilitates international participants who are a part of various training programmes of different centres of the Institute. Important events like the birth anniversary of Mahatma Gandhi, Dr. B. R. Ambedkar, etc., are also celebrated by NIRDPR employees along with their family members. Gandhi Jayanti was observed in the Institute on 2nd October, 2020. Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR administered the "Oath of Cleanliness" in Hindi and English.

11.2. Centre for Development Documentation and Communication (CDC)

The success of rural development programmes, among other things, depends on access to information. Provision of timely and relevant information to different stakeholders is of prime importance for the effective implementation of development programmes and achieving desired results. With a view to providing information support to research and training activities of the Institute and also to other members of the development community, CDC has been engaging itself to identify and collect rural development literature and systematically documenting the same for effective and wider dissemination. A rich collection of information resources in the form of print and non-print such as books, journals, CDs/DVDs, e-books, and e-databases on rural development and allied aspects gathered over years is the strength of NIRDPR and it constitutes a strong information repository to disseminate the same. The Institute brings out various publications and offers information services in its endeavour to effectively disseminate rural development information to the stakeholders. The CDC houses five sub-divisions i.e., Documentation, Library, Publications, Official Language and Audio-visual.

i) Documentation Centre

The quality of information is the backbone and an essential aspect of any institution. The documentation centre of NIRDPR collects important information from different sources and makes it available to faculty members and research staff as and when required. Documentation Centre maintains more than 1400 CDs/DVDs on different subjects. The Documentation Centre also maintains the DMS (Document Management System) and provides bibliography on demand to faculty members for completion of their projects.

Document Management System

To enforce systematic management of documents in digital format and uphold the information security policy, NIRDPR set up a web-based Document Management System (DMS). The DMS is a system used to track, manage and store documents and reduce paper use in the Institute. It is an automated way of organising, securing, capturing, digitising, tagging, approving, and completing tasks with business files. As on 31st March, 2021, a total of 601 training programmes are documented in DMS, which include PowerPoint presentations, study materials of the

programmes organised, research papers, annual reports, etc.

Bibliography and Literature Review Service on demand

The documentation centre of CDC provides an exclusive bibliographical and literature review service for the faculty members working on different research themes. The Documentation Centre organised a training programme for faculty members of the Institute on Research Productivity, Data Mining, Zotero-Reference Management and Copyright issues during 12th -14th August, 2020.

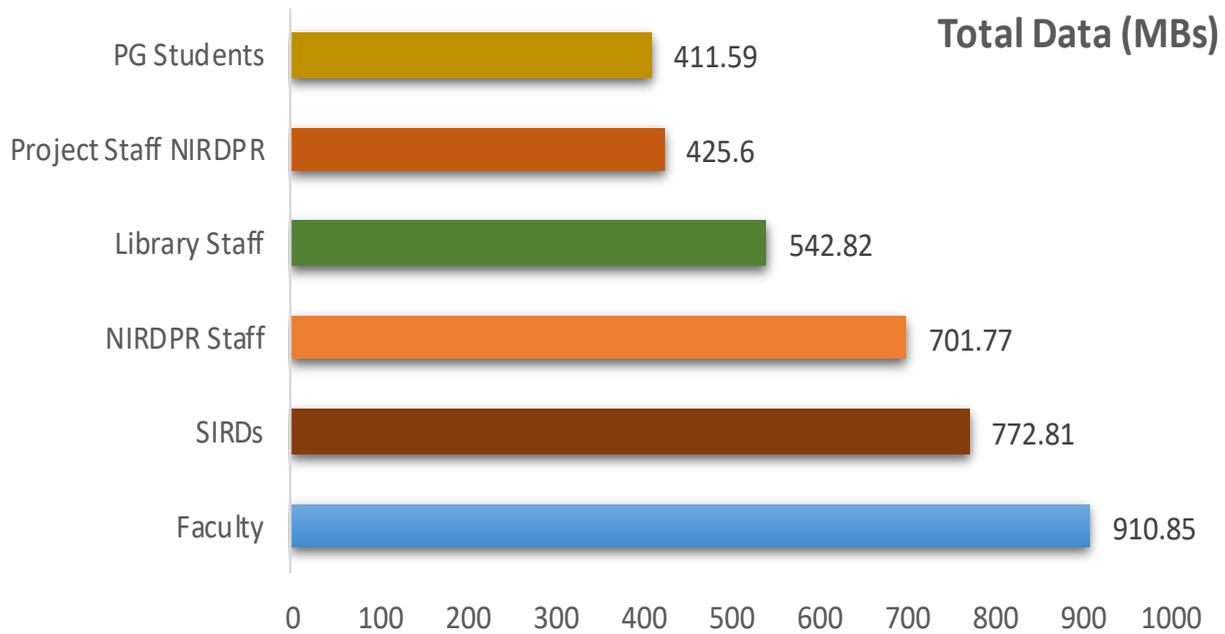
ii) Library

During 2020-21, the Institute has added a total of 308 books and other documents to its total collection of 1,23,756 books. The Institute also maintains a separate collection of Hindi books for the benefit of participants and staff. The Institute also started an e-Bulletin, a bimonthly newsletter in the year 2020, to disseminate information on new arrivals, journals received during the period, e-resources and the latest happenings in the centre.

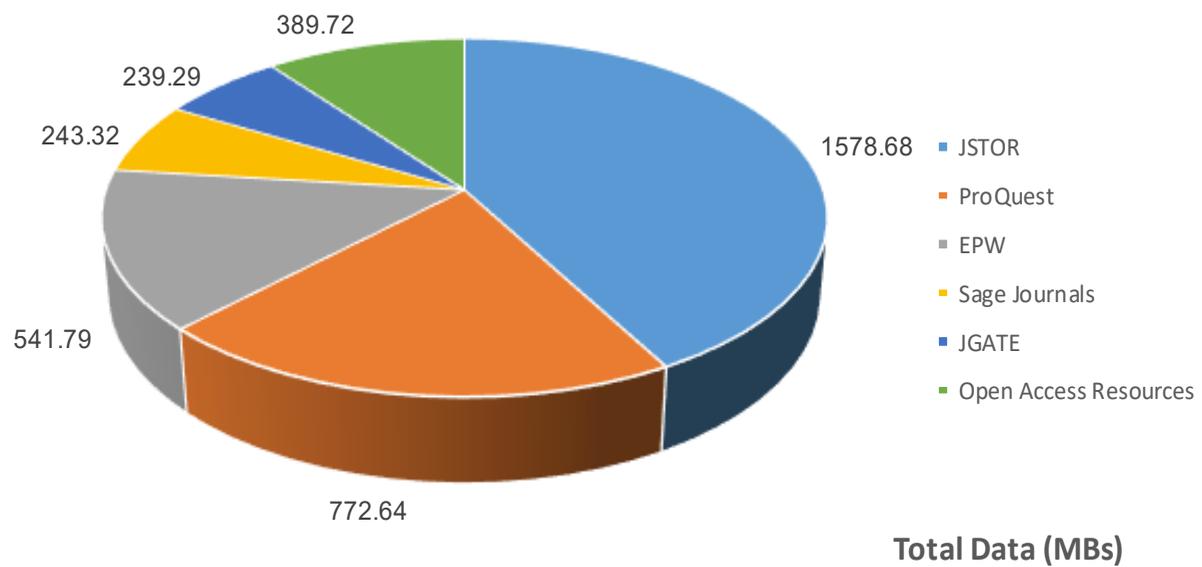


E-resources

All electronic resources are accessible remotely by NIRDPR library users (Students, faculty and staff) through the RemoteXs Server. Users with email ID as their user ID can access different forms of e-resources such as e-books, e-journals and e-databases, etc., listed on the NIRDPR portal.



Graph 11.1: Utilisation of e-resources during the period 2020-21 (by different categories of users)



Graph 11.2: Utilisation of e-resources during the period 2020-21

iii) Publication Division

The Institute has a mandate to disseminate information on rural development. In fulfilling the mandate, the Institute brings out regularly a quarterly journal and a monthly newsletter as well as other publications including research highlights, research reports, Rural Development Statistics, etc. As a leading publisher of rural development literature in India, NIRDPR endeavours to share its research findings, observed field realities and views on issues of current topical importance with policy planners, academics and others through its regular publications, occasional papers, etc.

The publications of NIRDPR serve the policymakers in terms of providing feedback on ground-level realities, offering suggestions and guidelines for better planning and management of rural development programmes. The following are the details of the publications during the period from April, 2020 to March, 2021.

a. Journal of Rural Development

The quarterly Journal of Rural Development is the flagship publication of NIRDPR and is one of the leading academic journals in the field of rural development and decentralised administration. With impressive circulation both within and outside the country, it is one of the most sought-after journals by the academic community, rural development administrators and planners. Two issues of JRD (Vol.39 No.2 & 3) were brought out during the year which carried 16 articles and one book review.

b. NIRDPR Newsletter

The NIRDPR Newsletter 'Pragati' a monthly publication, highlights the recommendations of various training programmes, seminars and workshops, and important events which are undertaken by NIRDPR on a regular basis. The Newsletter also covers the news of faculty development, case studies, interviews of rural development practitioners, success stories, visits and delegations – both Indian and foreign – to the Institute, cover stories on topics related to rural development, etc. Through this medium, NIRDPR maintains regular contacts with its stakeholders, including the SIRDs, ETCs, DRDAs, etc. Twelve issues of Pragati (Newsletter Nos. 299 to 310) were brought out during the period from April 2020 to March 2021.

c. Other publications during the Year 2020-21

Research Reports:

- Compendium of Case Studies on Best Practices and Case-teaching Material in Rural Development
- A Case Study on 'Gram Panchayat Organisation Development' Project Developing a Model Gram Panchayat, Karnataka - Dibburhalli Gram Panchayat in Sidlaghatta Taluka, Chikkaballapur District, Karnataka (e-copy)
- Impact of Graduation Model in the Area Development Programmes Implemented by World Vision India in Andhra Pradesh State (e-copy)
- Livelihood Analysis of Vulnerable Groups (Differently Abled) under MGNREGS (e-copy)
- Distributional Equity of Rural Drinking Water: A study on inclusive service delivery (e-copy)
- Constituents of a Model Village: A Case Study of Punsari Gram Panchayat in Gujarat State, India (e-copy)
- Generation of Geo-database on Rural Roads Compatible with C-DAC Specifications and Data Standards A Case of Dakhin Bholagaon Panchayat, Rani C&RD Block, Kamarup District, Assam (e-copy)
- Farm-based Sustainable Livelihood Practices under Mahila Kisan Sashaktikaran Pariyojana (MKSP): A study in two selected States (e-copy)
- An Assessment of Effectiveness of Electronic and Cashless transaction in Public Distribution System (Study of Andhra Pradesh State) (e-copy)
- Process Documentation of Social Audit of Integrated Watershed Management Programme (IWMP) A Case study of Andhra Pradesh and Telangana (e-copy)
- Assessment of ICDS Programme: Citizen Report Card Approach (e-copy)
- Social Audit of Fourteenth Finance Commission (FFC) Grants: Case Study of Jharkhand (e-copy)
- Successful Women Micro Entrepreneurs from Rural Areas of Assam (e-copy)
- Traditional Rural Handicraft Activities: A Case Study of Mask Making in Majuli and Bell and Brass Metal Works in Sarthebari, Assam (e-copy)
- Stree Nidhi: A Digital Innovation in Indian Microfinance Sector

Other Publications:

- Trainers' Manual - Maternal, Child Health and Women Empowerment
- The Child Rights Training Manual
- Climate Change Adaptation and Sustainable Livelihoods
- Model Training Modules for Elected Representatives of Gram Panchayats
- Model Training Modules for Refresher Training of Elected Representatives of Gram Panchayats
- Model Learning Material for Elected Representatives of Gram Panchayats
- Rural Development Statistics 2018-19
- Proceedings and Recommendations of National Seminar on Social Audit of Rural Development Programmes (initiated in FY 2019-20 and printing & delivery completed in FY 2020-21)
- Revival and Reconstruction of Rural Livelihoods Amidst COVID-19: Policy Responses, Opportunities and Way Ahead (S. R. Sankaran Chair Policy Paper: e-copy)
- Securing Forest Rights and Livelihoods of Tribals: Challenges and Way Forward (S. R. Sankaran Chair Policy Paper: e-copy)
- Withdrawal of Women from Work in Rural India: Trends, Causes and Policy Implications (S. R. Sankaran Chair Working Paper: e-copy)
- Building Operationally Sustainable Farmers' Producer Organisation: Practitioners' Guide for Business Development Planning in FPOs (e-copy)
- Research Highlights 2016-17
- Research Highlights 2017-19
- A set of 11 Books of Accounts for NIRDPR-NABARD collaborative regional workshop (reprint)
- Annual Report 2019-20
- Annual Accounts 2019-20
- Training Calendar (e-copy)

iv) Official Language

During the reporting period, steps were taken for comprehensive implementation of the Official Language (Hindi) Policy of the Government of India as per the guidelines, given from time to time. Some of the important features in the implementation of Official Language Policy are given below:

1. Hindi e-Publications and Publications of the Institute

- i) NIRDPR Newspaper Pragati – 12 issues
- ii) Annual Report – 2019-20 (printed)
- iii) Annual Accounts – 2019-20 (printed)
- iv) Training Calendar - 2019-20
- v) Digital Payment Book - Issue 01
- vi) Rural Development Review (Mahatma Gandhi Special Issue)
- vii) Agenda of the General Council Meeting – Part – II
- viii) Cluster-model Gram Panchayat
- ix) RISC Proceedings

2. Compliance with Section 3(3) of the Official Language Act

The Institute is trying to fully comply with Section 3(3) of the Official Language Act. The name of the Institute is displayed in Telugu, Hindi and English at the main gate. All name boards, notice boards, signboards of the Institute are in bilingual form. Many documents covered under the Section 3 (3) of the Official Language Act were issued in bilingual Hindi and English form. Apart from this, 20 forms prevalent in the Institute were also made bilingual and all these forms are uploaded on the website.

3. Hindi Translation Work in the Institute

The use of Hindi in training and research increased during the reporting period. The English content was compared by listening to more than 1000 pages of 34 audio files in Hindi during "Work from Home" during the lockdown situation and the material was corrected by listening to the entire work. Apart from this, the OL section has also translated a large number of pages which includes faculty schedules, faculty course material, RTI letters, PowerPoint presentations, Orders, Circulars, Pragati Newsletter, Training Brochure, Annual Report, Annual Accounts, Digital Payment Book, Training Calendar, etc.

4. Celebration of Hindi Fortnight

As per the instructions of Department of Official Language, Ministry of Home Affairs, Government of India, New Delhi and for the promotion of Official Language Policy of the Government of India, Hindi Fortnight was organised in the Institute from 14th -28th September, 2020. Online elocution competitions were organised during the Hindi fortnight for the officers/staff as well as for PG Diploma students. The theme of the competition was 'Role of Information Technology during COVID-19 Pandemic.' Altogether, 25 officers/employees and 35 students participated in the competition, which was organised separately for Hindi and non-Hindi speaking employees/students.

5. Prabodh, Praveen Classes in the Institute

During the reporting period, six officers/employees of the Institute were nominated for Prabodh Hindi training conducted from 14th September, 2020 to 16th November, 2020 organised by the Hindi Teaching Scheme, Ministry of Home Affairs, Government of India. The examination for Prabodh was conducted at the Institute itself and all the six officers/employees passed the Prabodh training and were also awarded incentives. Apart from this, in January-May 2021 session, those six officers/staff of the Institute who have already passed the Prabodh examination were enrolled in the second phase of training, the Praveen course. All these classes were conducted online.

6. Hindi Typing Classes in the Institute

The Institute has nominated four employees for the Hindi typing classes organised by the Hindi Teaching Scheme, Rajbhasha Vibhag, Ministry of Home Affairs, GoI, New Delhi from January 2021 to June 2021 through online mode.

7. Online Hindi workshop on Unicode

An online Hindi workshop on Unicode was organised on 29th December, 2020 at the Institute. Dr. Jaishankar Tiwari, Guest Speaker, explained in detail about Unicode, loading this software from Google and Indic language input tool on

BhashaIndia.com to bringing Hindi icon on the taskbar. Apart from this, in his two-hour speech, he gave comprehensive information about Google translation, voice typing and sending e-mails in regional languages i.e., Hindi, Telugu, Kannada and Oriya . Altogether, 80 participants from the Institute, including employees of the North Eastern Regional Centre, Guwahati and NIRDPR Delhi branch, participated in this online workshop.

8. Meeting of the Town Official Language Implementation Committee - 2

The meeting of the Town Official Language Implementation Committee-2 Hyderabad was held on 16th December, 2020 at the NIRDPR, Hyderabad. The meeting was conducted through online mode which was presided over by Smt. Alka Upadhyaya, IAS, Director General, NIRDPR. Smt. Radhika Rastogi, IAS, Deputy Director General, Lt. Col. Ashutosh Kumar, Registrar & Director (Admn.), Dr. Akanksha Shukla, Associate Professor and Head (in-charge), CDC, Dr. K.P. Sharma, Deputy Director (Official Language), Regional Implementation Office, Bangalore, Dr. Naresh Bala, Assistant Director, Hindi Teaching Scheme, Secunderabad, executives of various offices and other Hindi officials were present during the meeting.

Smt. Alka Upadhyaya, Director General and Chairman, Town Official Language Implementation Committee (TOLIC) highlighted that Hindi as the official language should be given precedence in official work. Most TOLIC offices had not sent quarterly reports hence they were asked to be regular so that objective selection of best performing Institute can take place. On this occasion, Dr. Ashok Tiwari made a presentation on "Food habits during Corona period". Assistant Director (Official Language), NIRDPR and Member Secretary of the Committee highlighted the activities of TOLIC-2.

9. Display of 'Learn a Hindi word with meaning' every day and 'Hindi quotation' regularly on all the notice boards on the office premises is being done at NIRDPR, Hyderabad.

CHAPTER - 12

FINANCE AND ACCOUNTS

NIRDPR is a central autonomous body funded by the Ministry of Rural Development for all its activities. Every year, as per the approved budget, the Ministry releases grants under Salaries/General Heads. Grants are also released for specific capital expenditure, based on the proposals from NIRDPR and as per requirement. The Finance and Accounts Division of the Institute is entrusted with the functions of Budgeting, Pay & Accounting of funds, Preparation of Annual Accounts, etc. The Institute is following the double-entry system with the financial year beginning from 1st of April and ending with 31st of March every year. The Annual Accounts of the Institute are audited by the Comptroller and Auditor General of India (CAG). The Accounts of the Institute are prepared by duly adhering to the prescribed norms approved by the CAG for Central Autonomous Bodies. The Audit Report of CAG on the Accounts of the Institute is incorporated in the Annual Accounts every year and submitted to the Parliament.

Grants released under the Salaries/General Heads are utilised to meet the expenditure on core activities of the Institute like capacity building, research, development, seminars & conferences, Rural Technology Park, publications, subscription to journals, library, maintenance and other recurring and non-recurring expenditure. In addition to the above, NIRDPR also receives funds from various Programme

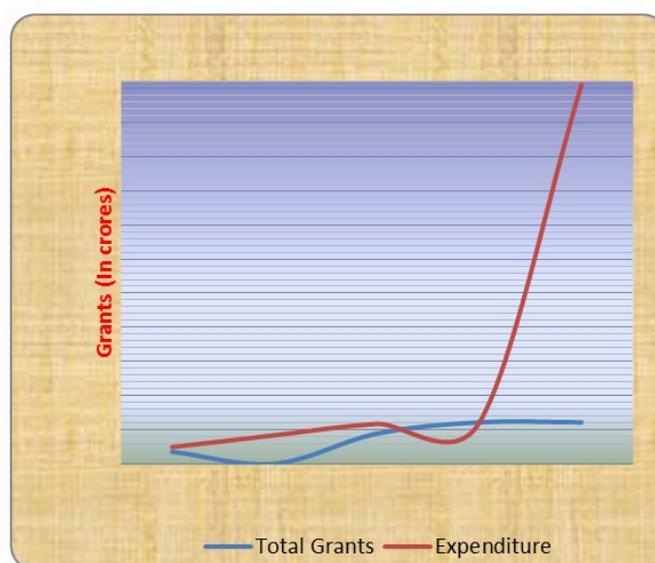
Divisions of MoRD to spearhead various flagship programmes of the Government of India in the rural sector such as Deen Dayal Upadhyaya Grameen Kaushal Yojana (DDUGKY), Saansad Adharsh Gram Yojana (SAGY), Rurban Mission, MGNREGA, capacity building under Social Audit, NRLM, RSETI, etc. Funds are also received from various other Ministries, State Governments, agencies of the United Nations, etc., for research, impact assessment and capacity building, which are specific to the requirement of the funding agencies.

Vide Gazette Notification dated 13-04-2020, CAPART, New Delhi, an Autonomous Body under Ministry of Rural Development, was dissolved and merged with NIRDPR w.e.f. 01-05-2020. As per the notification, the staff, the sanctioned strength, all the assets and liabilities of erstwhile CAPART have been transferred to NIRDPR. Erstwhile CAPART, New Delhi has been re-named as Delhi Centre of NIRDPR. The opening balances as on 01-05-2020 of erstwhile CAPART were integrated along with figures of Head Office (HO) and NERC and exhibited in annual accounts.

For the financial year 2020-21, the expenditure of NIRDPR was Rs. 327.85 crore against the grants released to the tune of Rs. 80.43 crore. Following is a graphical representation with regard to the grants and expenditure incurred for the last five years.

Table 12.1: Expenditure of the Institute in the Last Five Years

(Rupees in Crores)		
Year	Total Grants	Expenditure
2016-17	58.83	62.25
2017-18	50.00	70.88
2018-19	72.17	79.32
2019-20	80.42	80.00
2020-21	80.43	327.85*



Graph 12.1: Grants and Expenditure from 2016-17 to 2020-

12.1. NIRDPR Corpus Fund

The Corpus Fund of NIRDPR was established in 2008-09 with the approval of the Executive Council (EC) in its 105th meeting held on 21st August, 2008. The Corpus Fund Rules for operation and management of the Fund specify the objectives, sources, applications, management of the Fund, etc.,. The primary objective of the Fund is to secure the long-term financial stability of the Institute. As on 31st March, 2021, the Corpus Fund stood at Rs. 316.25 crore, when compared to Rs. 263.21 crore as on 31st March, 2020 and Rs. 217.72 crore as on 31st March, 2019. This is grossly inadequate to fulfil the Institute's mandate of long-term financial stability and self-sufficiency, considering that it incurred an expenditure of about Rs.80 crore during 2019-20 and Rs.327.85 crore during 2020-21, which includes provision for Actuarial Valuation for retirement benefits. (It is expected to increase further due to more recruitments and the exponential increase in the Institute's activities).

12.2. Constitution of the Corpus Fund Management Committee

The Corpus Fund Management Committee (CFMC) has been constituted by the EC to oversee the operations, and management of the Fund is envisaged in the EC approved Corpus Fund Rules. The Committee shall comprise the following members:

- i. Director General, NIRDPR (Chairman of the Committee)
- ii. Deputy Director General, NIRDPR
- iii. Director (FM) and FA, NIRDPR
- iv. Registrar & Director (Admn.), NIRDPR
- v. One member nominated by EC
- vi. One Expert with investment banking experience.
- vii. One Expert with investment experience nominated by DG.

As per the Corpus Fund Rules, the Committee is to meet as often as it is considered necessary for the transaction of business relating to the Fund. The operational management of the Fund is delegated to CFMC by EC.

Accordingly, in response to the Institute's request to nominate a member to the NIRDPR CFMC, MoRD nominated Dr. Suparna Pachauri, Joint Secretary (Finance), MoRD. For identifying experts in investment banking, several candidates were considered on the grounds of experience, qualifications

and age. Shri Madhavan Sekhar and Shri Rajagopal Krishnaswami, both retired bankers with over 30 years of relevant experience in financial markets including treasury, credit and general banking, have been approved by the Competent Authority to be nominated on the Committee.

12.3. Other Funds Maintained by NIRDPR

Besides, the Institute established the Development Fund, Benevolent Fund, Provident Fund, Building Fund & Medical Corpus Fund which are object-oriented with specific purposes. The brief details of the funds are given below:

Development Fund was approved in the 47th EC Meeting held on 4th October, 1982 to provide financial assistance to meritorious NIRDPR staff/officers for higher education, finance-specific developmental projects of the Institute, etc. Benevolent Fund was also approved in the 47th EC Meeting for providing staff welfare measures like sanction of children's education loans and marriage loans for Group C staff, one-time financial assistance to families of the deceased staff, etc.

The main source of the above two funds is a fixed portion of net savings income of the Institute from consultancy projects and interest earned on the Fund. The balance of the Funds as on 31st March, 2021 was Rs. 10.06 crore & Rs. 6.12 crore, respectively.

Building Fund was approved in 63rd EC Meeting held on 20th April, 1989 mainly for undertaking the infrastructural development of the Institute from funds earmarked for the same. The balance of the Fund as on March 31, 2021 was Rs. 19.11 crore.

Provident Fund was established for all PF-related transactions of the staff of the Institute. The balance of the Fund as on 31st March, 2021 was Rs. 34.77 crore.

Medical Corpus Fund was established in 2009 to provide medical benefits to retired employees and their families. The sources of this Fund are subscriptions from staff/-retired staff and interest earned on the Fund. The balance of the Fund as on 31st March, 2021 was Rs. 2.03 crore.

12.4. Expenditure on Welfare Activities

The NIRDPR has funded an amount of Rs. 1,89,670 for NIRDPR Staff Canteen during the year 2020-21.

12.5. Major achievements of Finance and Accounts Section during 2020-21

- Finance and Accounts Manual was notified for implementation from 1st July,2020.
- Accounts codes for ledgers were revised and comprehensive new Accounts Ledger Codes were adopted.
- Tally software was customised to include verification and authorisation of transactions, generation of bank payment statements, Advances, etc.
- Computerised Financial Record Management System (FRMS), to record and dispose of all physical records received in the Finance wing, was introduced in July 2020.
- NIRDPR is using the PFMS portal for receipt of government funds and making payments. On 11th February, 2021 an unauthorised payment of Rs.1.00 lakh was noticed in NRLM RC Project PFMS Scheme and related bank account. Immediately, the transaction was verified and a breach of PFMS was confirmed. An FIR was lodged with the Telangana Police Cyber Crime branch. The Telangana Police nabbed the culprit in Bihar, recovered the amount and arranged for depositing in NRLM RC Project Bank Account.

ANNEXURE - I

Category-wise Distribution of Participants Attended NIRDPR Programmes during the Year 2020-21

Month	Govt Officials	Financial Institutions	ZPCs & PRIs	NGOs	Natl/ State Instts for Res.& Trg & SRLMs	Univ/ Colleges	International	(SHGs, Farmers, BFT, Unemployed Youth)	Total	Women	No. of Prg. Conducted
a) Hyderabad											
April	6242	0	0	2897	0	0	0	0	9139	0	35
May	2132	0	645	517	53	48	59	335	3789	495	22
June	5712	0	5	143	14	44	0	47	5965	485	27
July	819	0	7903	57	61	13	0	58	8911	149	33
August	1510	9	7389	228	253	163	4	241	9797	500	52
September	2396	34	1267	178	364	127	36	308	4710	545	40
October	1312	28	180	342	194	240	75	114	2485	410	28
November	1278	13	91	93	89	76	4	231	1875	536	24
December	604	59	15	200	60	247	29	63	1277	201	14
January	404	0	45	4	23	1	57	33	567	141	11
February	395	0	9	1	17	69	70	16	577	134	12
March	364	12	21	214	123	223	47	278	1282	270	22
Total	23168	155	17570	4874	1251	1251	381	1724	50374	3866	320
RTP								3652	3652	979	113
Networking									91	48	2
NRLM RC					17253				17253	7552	273
MGNREGA											
DDU-GKY								7001	7001	1406	206
Total	23168	155	17570	4874	18504	1251	381	12377	78371	13851	914
b) NERC											
April	66	0	48	0	0	170	0	14	298	104	2
May	184	2	9805	16	60	231	17	1712	12027	5558	7
June	245	2	0	39	34	153	30	5	508	165	7
July	170	0	6	10	41	105	3	5	340	96	5
August	33	0	0	19	21	219	29	27	348	141	4
September	146	0	0	2	63	6	0	6	223	60	4
October	103	0	0	12	26	78	0	16	235	47	6
November	158	0	0	20	17	112	4	30	341	82	6
December	62	0	4	0	11	35	24	2	138	27	3
January	13	0	0	0	23	2	0	1	39	11	1
February	127	0	9	58	0	0	0	0	194	83	5
March	185	0	5	19	24	37	0	0	270	83	8
NRLM NERC	3281	25	0	0	0	0	0	35	3341	1321	46
Total	4773	29	9877	195	320	1148	107	1853	18302	7778	104
Grand Total (a+b)	27941	184	27447	5069	18824	2399	488	14230	96673	21629	1018

ANNEXURE - II

Research Studies Taken-up during the Year 2020-21

S. No.	Title of the Study	Team	Commenced during
A.	Collaborative Studies		
1.	Status, Processes, Problems in Preparation of Gram Panchayat Development Plan (GPDP) and its Impact on Panchayat Service Delivery and Way Forward for Further Strengthening of GPDP	Dr. R. Chinnadurai	01-06-2020
2.	Analysis of Implementation and Best Practices of NRLM - A Case Study of Kalahandi District of Odisha	ETC, Bhawanipatna	01-03-2021

ANNEXURE - III

Research Studies Completed during the Year 2020-21

S. No.	Title of the Study	Team	Commenced during
A.	NIRDPR Research		
1	Health Seeking Behaviour of Rural Self Help Group Women	Dr. Sucharita Pujari, Dr. T Vijaya Kumar	2017-18
2	Developing Sustainable and Replicable Models on Agriculture - Nutrition Linkages for Better Nutritional Outcomes	Dr. Surjit Vikraman, Dr. R. Murugesan	2017-18
3	Performance of the Women headed Gram Panchayats in Bihar: An Analysis on Power, Resistance, Negotiation and Change	Dr. Mukesh Kumar Shrivastava, Smt. Smita Sinha, BIPARD	2017-18
4	Implementation of Income Support Scheme and its Impact on Investment in Agriculture in Telangana	Dr. Ch. Radhika Rani, Dr. Nithya V.G.	2019-20
5	Role of District Development Coordination and Monitoring Committee (DISHA) in implementation of Rural Development programmes – A study of Award-winning States	Dr. R. Aruna Jayamani	2019-20
6	An Assessment of Service Delivery Governance Issues and Challenges in the Implementation of Pradhan Mantri Awas Yojana –Gramin (PMAY-G)	Dr. K. Prabhakar, Dr. Jyothis Sathyapalan, Mr. K. Rajeshwar, Ms. Suraksha Rai (Assistant Director, SIRDPR, Sikkim)	2019-20
7	Facilitation Mechanisms Adopted for Construction of Individual Household Latrines (IHLs)with Special Reference to Finance: A Study on Swachh Bharat Mission (G) in Four States	Dr. R. Ramesh, Prof. P. SivaRam	2017-18
8	Demonetization and Its Post impact on agriculture: A critical analysis	Dr. K. Krishna Reddy, Dr. Maram Srikanth, Dr. Ravindra S. Gavali, Dr. Veneet J. Kallloor, Dr. Shrikant V. Mukae	2017-18
9	Decentralised Planning and Rural Health Care Service in India: the Implementation of National Rural Health Mission (NRHM) in Bihar, Arunachal Pradesh, Haryana and Kerala	Dr. Vanishree Joseph, Dr. Y. Bhaskar Rao	2017-18
10	Effectiveness of Social Audits in Pradhan Mantri Awas Yojana – Gramin	Dr. Srinivas Sajja, Dr. C. Dheeraja, Mr. Karuna Muthiah.	2018-19
11	Evaluation of Unnat Bharat Abhiyan Scheme - A quick in-depth study to track the objectives' achievement	Dr. G. VenkataRaju, Dr. Vanishree Joseph	2019-20
B.	Case Studies		
12	A Case study on Livelihoods Initiatives and standard of Living of Particularly Vulnerable Tribal Groups in Madhya Pradesh	Dr. R. Murugesan	2015-16
13	Role of Vigilance system on social audit findings of MGNREGS- Case of Andhra Pradesh and Telangana	Dr. C. Dheeraja, Dr. S. Srinivas, Mr. Karuna Muthiah	2018-19
14	Social Audit of National Social Assistance Program (NSAP) – A Case Study of Andhra Pradesh	Dr. Sajja Srinivas, Dr. Rajesh K Sinha, Dr. C. Dheeraja	2018-19
15	Performing Sarpanch in anchoring implementation of GPDP	Dr. Anjan Kumar Bhanja	2018-19

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S. No.	Title of the Study	Team	Commenced during
16	To study the implementation of e-District Application in the district of Kangra, Himachal Pradesh	Mr. K. Rajeshwar, Mr.Manu Mahajan	2019-20
17	Digital Media for Rural Development: A Communication Study in Remote Rural Telangana	Dr. Akanksha Shukla	2019-20
C.	Collaborative Studies		
18	Current Labour Use in Crop Production and Potential Surplus Labour	CAS, NIRDPR & Foundation for Agrarian Studies	2019-20
19	Panchayati Raj System - A Study on Women Headed Panchayats in Kerala	Dr. Oommen John, Smt. Sherine Chacko, KILA, Kerala	2018-19
20	Multi-Dimensional Poverty Assessment among the Scheduled Tribes in Attapaddy	Dr. Jibini V. Kurien, Dr.Oommen John KILA, Kerala	2018-19
21	Comparative Study between Productivity of Shifting Cultivation and Nul Farming (Seasonal Farming at River Bank) in Kolasib District, Mizoram State, India	Z. R. Thafala, Dr. Lalhruaitluangi, Sailo, Lalthanmawia Ralte, SIRD&PR, Mizoram	2016-17
22	Impact Assessment of MGNREGS on Livelihoods of Drought-Prone Areas: A Case Study of Mahaboob Nagar District of Andhra Pradesh	TSIRD, Telangana	2012-13
23	Self-Employment through Handloom Activity: A case study of Chief Minister Jivan Jyoti Swaniyojan	Nakib Saikia, Principal, Phuleswar Saharia, Ms. Gitashree Das, Dr. Chandan Thakuri, ETC, Kahikuchi, Kamrup, Assam	2016-17
24	Action Research for Adoption of Pukpui Village in Community Hygiene and Sanitation	Dr. M. S. Dawngliani, Principal, R. Lalhmingmawia, F. Vanlalzama, Samuel Lalzawnchuaha, R. Lalhmingmawia, F. Vanlalzama, John Lalmuankima ETC, Pukpui, Mizoram	2016-17
25	Problems and Prospects of Oil Palm Production in Mizoram with Special Reference to Kolasib District	Mr. Khawlsiamthanga Khawlhing, Dr.Margaret Lalbiakthangi, Dr. Margaret Lalbiakthangi, SIRD&PR, Mizoram	2017-18
26	Action Research Project on Village Disaster Risk Management Plan (VDRMP) at Rasapettai Village in Cuddalore district of Tamil Nadu	M. Madhavi, Dr. A. Arputharaj, S. Seethalakshmi SIRD, Tamil Nadu	2015-16
27	Major Livelihood Sources among Chenchus (PTG)- A Case Study of Mahaboob Nagar Dist. Andhra Pradesh	TSIRD, Telangana	2012-13
28	Convergence Initiatives in MGNREGA: A case study of Rajouri District (J&K)	Prof. Reva Sharma, Javed Ahmed JKIMPA&RD, J&K	2017-18

ANNEXURE - IV

Research Studies Ongoing during the Year 2020-21

S. No.	Title of the Study	Team	Commenced during
A.	NIRDPR Research		
1	Evaluation of SCSP / TSP – A Study of Andhra Pradesh &Telangana	Dr. S. N. Rao	01-09-2016
2	NSAP & State Pension Schemes and Extent of DBT- An 8 State Study	Dr. S. N. Rao	07-06-2017
3	Socio-Economic & Psychological study of Transgender People & Strategies to Mainstream Them (2 States Study)	Dr. S. N. Rao	07-06-2017
4	Livelihoods Enhancement and Sustainability (impact) under MGNREGS	Dr. U. Hemantha Kumar, Dr. G.V.K. Lohidas, Dr. Raj Kumar Pammi, Dr. P. SivaRam	07-06-2017
5	Performance of Rural Development Training Institutions in India: An Assessment study	Dr T Vijaya Kumar, Dr. Lakhani Singh, Dr. Sonal Mobar Roy	01-02-2018
6	Sustainable Livelihoods and Disadvantaged Communities: A Study of WADI Programme in Select District of Karnataka	Dr. Raj Kumar Pammi	01-02-2018
7	Re-verification of ODF Status with a focus on Use and Maintenance: An Empirical Investigation	Dr. R. Ramesh, Dr. P SivaRam	01-11-2018
8	Study of trends in Social Audit findings of MGNREGS and the action taken by the States and its impact	Dr. C. Dheeraja, Dr. S. Srinivas, Mr. Karuna Muthiah	01-11-2018
9	Initiatives for increasing Own Sources of Revenue (OSR) for Gram Panchayats and its role in development – A study in selected states	Dr. R. Chinnadurai	08-01-2019
10	A Century of Agrarian Change in Lower Cauvery Delta: A Study of Palakurichi Village, 1918-2018	Dr. Surjit Vikraman, Dr. R. Murugesan	01-07-2019
11	A study on the Efficiency of RSETIs in Building Skills and Employment of Rural Youth	Dr. R. Aruna Jayamani, S.Champakavalli, Director, RSETI	01-08-2019
12	Cluster Governance in National Rural Livelihoods Mission	Dr. S. K.Sathyaprabha, Mr. Nagaraja Rao, Mission Manager, NRLM	01-08-2019
13	Development of e-Governance Readiness Index for a Gram Panchayat	Mr. K. Rajeshwar	01-08-2019
14	MGNREGS Minimum Wages and Trends in Rural Wages	Dr. Jyothis Sathyapalan, Dr. Digambar A., Dr. P. Anuradha	01-08-2019
15	Effectiveness of SERP Telangana's Health/Nutrition Intervention in Improving Women's Nutrition/Sanitation Practices	Dr. Ruchira Bhattacharya	08-01-2020
B.	Case Studies		
16	Mapping Success Story of Rural Community Radio (RCR) - A Case Study	Dr. Akanksha Shukla	01-08-2019

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S. No.	Title of the Study	Team	Commenced during
C.	Collaborative Studies		
17	Food Systems for Nutrition	Dr. N. V. Madhuri, Dr. Ruchira Bhattacharya	07-08-2019
18	Livelihood Projects/Micro Enterprises through SHGs in Raga CD Block and nearby villages of SIRD under Papumpare District	Smt. Likha Kiran Kabak, Shri S. W. Bagang SIRD, Arunachal Pradesh	27-01-2015
19	Factors Influencing the Enrolment and the Retention of Students at Primary Education in Telangana State (With Reference to the SC & STs)	Shri P. Venkatram Reddy, Dr. K. Nageswara Rao TSIRD, Telangana	01-05-2016
20	Impact of Sanitation Campaign on the Behavioural Change of Women in Tripura	Dr. Elizabeth L. Sangliana, Smt. Arpita Chaudhuri SIRD, Tripura	01-08-2016
21	Exploring the Relationship between Education and Women Empowerment and Gender Justice: A Comparative Analysis between West Bengal, Kerala and Mizoram	Dr. Suparna Ganguly, Dr. Oommen John, Mr.V.Ralte, BRAIPRD, West Bengal	01-02-2017
22	Empowering Tribal Women PRI Members in Jharkhand But Is It in Context to PESA? – A Study in Ten (10) PESA Districts of Jharkhand	SIRD Jharkhand	01-02-2017
23	e-Panchayat in Jharkhand – Challenges and proposed solutions	SIRD Jharkhand	01-02-2017
24	A Cross-Sectional Study to Evaluate the Impact of Cooked Mid-Day Meal Programme on Nutritional and Educational Status of Primary School Children belonging to Particularly Vulnerable Tribal Groups (Lodha, Birhor and Toto) of West Midnapore, Purulia and Ali	Dr. Anirban Majumder, Shri Monaj Kumar Pahari, Dr. Suparna Ganguly, Smt. Gayetri Basu, Shri Snehasis Dutta BRAIPRD, West Bengal	01-04-2017
25	Analytical and Scientific Study to Determine Mentality and Institutional Structural Conditions in Connection with the Imposition of Works of Gram Sabha and Gram Panchayat Members under Panchayati Raj System in Madhya Pradesh	Dr. Sanjay Kumar Rajput MGSIRD, MP	
26	Assessment of Institutionalisation and Functioning of Gram Sabha and Participation of Women in Gram Sabhas	Shri Surendra Prajapati MGSIRD, MP	01-02-2019
27	Study of the difficulties experienced in the online entries being made in Panchayat Darpan	Shri Ashish Dubey MGSIRD, MP	01-02-2019
28	Impact of Total Computerization of MGNREGS Scheme (2 Janpad Panchayats in Kundam Block, Jabalpur, MP)	Shri Jayakumar Shrivastava MGSIRD, MP	01-02-2019
29	The Role of MGNREGA scheme in Preventing the Migration of Labourers in Rural Areas	Shri Nilesh Kumar Roy MGSIRD, MP	01-02-2019
30	Socio-economic Status of the Beneficiaries under Pradhan Mantri AwasYojana – Gramin in Kundam Block, Jabalpur, MP	Shri PankajRai MGSIRD, MP	01-02-2019
31	Socio-Economic Empowerment of Rural Women Entrepreneurs through SHGs: A study of UMEED in Jammu & Kashmir	Dr. Javeed Ahmad Teeli, Prof. Reva Sharma JKIMPA&RD, J&K	01-08-2019

ANNEXURE - V

Action Research Studies of the Year 2020-21

S. No.	Title of the Study	Team	Commenced during
A.	Taken		
1	Project for Creating 250 Model GP Clusters across India	Dr. Anjan Kumar Bhanja, Shri Dilip Kumar Pal	01-04-2020
B.	Completed Studies		
2	Design and Development of Roof Tiles, Floor Tiles and Paver Blocks using Compressed Mud Process	Dr. Ramesh Sakthivel	04-04-2018
C.	Ongoing Studies		
3	Design and Development of a Waterless Urinal System for improving the situation of Girls' Urinals in Schools	Dr. Ramesh Sakthivel	04-01-2018
4	Evaluation of Model Dairy Farm through Value Addition to Dung and Urine for Skills Development	Dr. Ramesh Sakthivel S. (NIRDPR) & External Members: Dr P. Babu, Dr. G. Syamsunder Reddy and Dr. Y. Ramana Reddy (Fortune Diary)	01-05-2019
5	100+ Clusters Development Program and Project for creating 250 Model GP Clusters	Dr. Anjan Kumar Bhanja, Shri Dilip Kumar Pal	01-07-2019

ANNEXURE - VI

Consultancy Studies Taken-up during 2020-21

S. No.	Title of the Study	Team	Commenced during
1	An Evaluation of Ease of Access to Finance by MSEs: An Empirical Study in India	Dr. M. Srikanth Dr. P.P. Sahu	01-04-2020
2	Child-Friendly Local Governance: Document Good Practices from India	Dr. N V Madhuri, Ms. Bijita Devsharma Dr. Ruchira Bhattacharya	05-05-2020
3	Transforming India through Strengthening Panchayat Raj Institutions by "Continuous Training and e-enablement" - TISPRI Phase II	Dr. C. Kathiresan, Dr. Pratyusna Patnaik Dr. Vanishree Joseph	19-05-2020
4	Emergency Response towards safeguarding Child Rights: A Study in the Wake of COVID-19 Pandemic	Dr. N. V. Madhuri Ms. Bijita Devsharma	05-06-2020
5	APSHCL -Study on Functioning of Nirmithi Kendras in Andhra Pradesh	Dr. Ramesh Sakthivel S., Dr. P.P. Sahu Mr.Md. Khan, Mr.B.N. Mani, Ms.Vishnupriya	03-08-2020
6	Change in the Demand for Work by Beneficiaries under MGNREGS after Providing Them Individual Assets (excluded PMAY)	Dr. Jyothis Sathyapalan, Dr. Digambar A. Chimankar, Dr. U. Hemantha Kumar Dr. G.V. Krishna Lohi Das, Dr. P. Anuradha Dr. Rajkumar Pammi	14-08-2020
7	Staffing Policy for Panchayati Raj Institutions of the UT of Jammu & Kashmir	Smt. Radhika Rastogi, Dr. Pratyusna Patnaik Dr. K. Prabhakar, Dr. M. V. Ravibabu	15-09-2020
8	Evaluation of Action Research and Research Studies (ARRS) Scheme (Sponsored by Ministry of Panchayati Raj (MoPR), New Delhi), 2020-21	Dr. Jyothis Sathyapalan	01-10-2020
9	University of Reading on Labour Productivity in Public Work Programmes introducing new technologies for Time and Motion Studies in MGNREGS in India	Dr. Jyothis Sathyapalan, Dr. Digambar A. Chimankar, Dr. P. Anuradha	18-12-2020
10	A study on Impact of FPOs on Economic Conditions of Farmer Members	Dr. Ch. Radhika Rani & Team	01-01-2021
11	Making of a Child-Friendly Panchayat - Challenges and Way Forward	Dr. Pratyusna Patnaik	01-01-2021
12	COVID-19: Policy Responses at Local Governance	Dr.Vanishree Joseph	01-01-2021
13	Inclusive growth in Indian Agriculture: Need for Commercially Viable and Financially Sustainable FPOs	Dr.M.Srikanth, Dr. P.P. Sahu	05-01-2021
14	Effective Initiative of Panchayat on Skill Development	Dr. Vanishree Joseph	01-03-2021
15	Decentralised Service Delivery: Case Study of Nandagad Gram Panchayat in Karnataka	Dr. Pratyusna Patnaik	01-03-2021

ANNEXURE - VII

Consultancy Studies Completed during the Year 2020-21

S. No.	Title of the Study	Team	Commenced during
1	Establishment of CGARD Technology Centre at Madagascar	Dr. P. Kesava Rao Dr. N. S. R. Prasad Dr. M. V. Ravibabu Er. H. K. Solanki	01-02-2018
2	Time and Motion Study – MGNREGS	Dr. Jyothis Sathyapalan Dr. Digambar A. Chimankar Dr. U. Hemantha Kumar Dr. G.V. Krishna Lohi Das Dr. P. Anuradha Dr. Rajkumar Pammi	01-03-2018
3	Spectral Library generation and comparison of various rice crops using Hyperspectral and Multispectral Sensors in Kurnool, Andhra Pradesh	Dr. M. V. Ravibabu Dr. K. Suresh	01-04-2018
4	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Gujarat, Odisha, and Uttarakhand	Dr. M. V. Ravibabu Dr. N. S. R. Prasad	01-07-2018
5	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Haryana, Uttar Pradesh and Himachal Pradesh	Er. H. K. Solanki Dr. P. Kesava Rao	01-07-2018
6	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Arunachal Pradesh, and Assam	Dr. A. Simhachalam Dr. N.S.R. Prasad	01-07-2018
7	Agro-Climatic Planning and Information Bank (APIB) in Tehri-Gharwal District, Uttarakhand	Dr. P Kesava Rao, Dr. N. S. R. Prasad, Dr. M. V. Ravibabu Er. H. K. Solanki	17-07-2018
8	Third-Party Evaluation of Geo-tagging of MGNREGS Assets	Dr. P. Kesava Rao, Dr. N. S. R. Prasad, Er. H K Solanki Dr. M. V. Ravibabu	01-03-2019
9	SHG Behaviour Change Pathways	Dr. S. K. Sathyaprabha	01-04-2019
10	Convergence of IWMP with MGNREGS and its Implications	Dr. U. Hemanth Kumar Dr. G. V. Krishna Lohi Das	01-04-2019
11	Third-Party Evaluation of RKVY Projects undertaken by the Govt. of Andhra Pradesh during 2015-16 and 2016-17	Dr. G. V. KrishnaLohi Das Dr. U. Hemanth Kumar Dr. K. Krishna Reddy	01-04-2019
12	An Evaluation Study on the Performance of National Food Security Act among Rural House Holds in the Backward Districts of Maharashtra and Telangana State	Dr. Akanksha Shukla	01-05-2019
13	NABARD AP Project on NIRDPR as Resource Supporting Agency of FPOs of North Coastal Zone	Dr. Ch. Radhika Rani Dr. Surjit Vikraman Dr. Nithya V.G.	01-06-2019
14	Rural Roads Project (PMGSY-II & SFA) of Andaman & Nicobar Islands	Dr. P. Kesava Rao Dr. M. V. Ravibabu Dr. N.S.R Prasad Er. H. K.Solanki	01-08-2019

ANNEXURE - VIII

Consultancy Research Studies Ongoing during the Year 2020-21

S. No.	Title of the Study	Team	Commenced during
1	Establishment of CGARD Technology Centre at Madagascar	Dr. P. Kesava Rao Dr. N. S. R. Prasad Dr. M. V. Ravibabu Er. H. K. Solanki	01-02-2018
2	Time and Motion Study – MGNREGS	Dr. Jyothis Sathyapalan Dr. Digambar A. Chimankar Dr. U. Hemantha Kumar Dr. G. V. Krishna Lohi Das Dr. P. Anuradha Dr. Rajkumar Pammi	01-03-2018
3	Spectral Library generation and comparison of various rice crops using Hyperspectral and Multispectral Sensors in Kurnool, Andhra Pradesh	Dr. M. V. Ravibabu Dr. K. Suresh	01-04-2018
4	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Gujarat, Odisha, and Uttarakhand	Dr. M. V. Ravibabu Dr. N. S. R. Prasad	01-07-2018
5	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Haryana, Uttar Pradesh and Himachal Pradesh	Er. H. K. Solanki Dr. P. Kesava Rao	01-07-2018
6	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Arunachal Pradesh, and Assam	Dr. A. Simhachalam Dr. N.S.R. Prasad	01-07-2018
7	Agro-Climatic Planning and Information Bank (APIB) in Tehri-Gharwal District, Uttarakhand	Dr. P Kesava Rao Dr. N. S. R. Prasad Dr. M. V. Ravibabu Er. H. K. Solanki	17-07-2018
8	Third-Party Evaluation of Geo-tagging of MGNREGS Assets	Dr. P. Kesava Rao, Dr. N. S. R. Prasad, Er. H K Solanki Dr. M. V. Ravibabu	01-03-2019
9	SHG Behaviour Change Pathways	Dr. S. K. Sathyaprabha	01-04-2019
10	Convergence of IWMP with MGNREGS and its Implications	Dr. U. Hemanth Kumar Dr. G. V. Krishna Lohi Das	01-04-2019
11	Third-Party Evaluation of RKVY Projects undertaken by the Govt. of Andhra Pradesh during 2015-16 and 2016-17	Dr. G. V. Krishna Lohi Das Dr. U. Hemanth Kumar Dr. K. Krishna Reddy	01-04-2019
12	An Evaluation Study on the Performance of National Food Security Act among Rural House Holds in the Backward Districts of Maharashtra and Telangana State	Dr. Akanksha Shukla	01-05-2019
13	NABARD AP Project on NIRDPR as Resource Supporting Agency of FPOs of North Coastal Zone	Dr. Ch. Radhika Rani Dr. Surjit Vikraman Dr. Nithya V.G.	01-06-2019
14	Rural Roads Project (PMGSY-II & SFA) of Andaman & Nicobar Islands	Dr. P. Kesava Rao Dr. M. V. Ravibabu Dr. N. S. R Prasad Er. H. K.Solanki	01-08-2019

ANNEXURE - IX

Important Themes of Programmes

A. Training Programmes

Panchayati Raj

- Interaction cum Orientation Training for Panchayat Presidents & Officials of Tamil Nadu on revising GPDP – Post-COVID-19 Crisis & 15th FC.
- Role of Gram Panchayats during COVID Crisis and Importance of Mobilisation of Own Sources of Revenues.
- Strategies for Resource Mobilisation/Own Source Revenue for Village Panchayats
- Online Orientation Training Programme on the Project for Model GP Clusters.
- Online Refresher Training on Collection of Primary Data for GPDP under the Project for Model GP Clusters.
- ToT-Certification (Orientation cum Assessment) of Master Resource Persons.
- Online Training of State Level Master Trainers' Teams by NIRDPR on Preparation of Block Panchayat Development Plan.
- Online ToT programme on Orientation and Training of Ward Members as 'Agents of change and Sector Enablers' (Thematic Areas: Education, Woman & Child Development).
- Capacity Building & Handholding of Panchayati Raj Institutions for Effective Formulation of GPDP under People Plan's Campaign in Dadra and Nagar Haveli.
- Online ToT Programme on 'Enhancing the Capabilities of EWRs on Panchayat Governance' for Uttar Pradesh State.
- Integration of SGDs in Implementation of GPDP.
- Training cum Workshop for Onboarding e-Gram Swaraj-PFMS Interface.

Rural Employment and Livelihoods

- Management of Mental Well-Being during COVID-19 Pandemic.
- Training Programme on Time and Motion study for MGNREGS (Methodological Guidelines).
- Farm and Non-Farm Livelihoods Development under NRLM and MGNREGS.
- ToT on Farm and Non-farm Livelihoods Development under NRLM and MGNREGS.
- Integrating MGNREGS Labour Budgeting and GPDP Process for Sustainable Rural Development (LB, SDG and GPDP).
- MGNREGS Planning & Implementation: Training for Beginners on Act, Guidelines, Master Circulars & Implementation Process (2 batches).
- MGNREGS Planning for Climate Adaptation (Assets Creation for Climate Adaptation Soil, Water, Trees).
- MGNREGS Planning for Climate Adaptation (Assets Creation for Climate Adaptation Soil, Water, Trees) in Convergence with Other Departments.
- ToT on Value Chains and Marketing Strategies for Sustainable Rural Livelihoods/Assets created under MGNREGS.

Rural Credit

- Re-imagining the Rural Labour Market from a Gender Lens in the Post-COVID Period.
- Agricultural Value Chain Financing.
- Entrepreneurship and Sustainable Livelihood Models for Rural Communities.
- Skilling, Livelihoods and Financial Inclusion.
- Workshop for Micro and Small Entrepreneurs.
- Frugal Innovations and Rural Entrepreneurship: Connecting the Dots in Financial Inclusion.

Natural Resource Management

- Sustainable Livelihoods and Adaptation to Climate Change (SLACC) for Mission Staff & Officials of Line Departments.
- Community-based Approaches for Sustainable Livelihoods and Climate Resilience Adaptation Practices.
- Preparing Gram Panchayats for Effective Preparedness and Management of Natural Disasters.
- Child-Centric Disaster Risk Reduction.
- Role of Local Self-Governments on managing COVID-19 Pandemic.

Application of Technologies

- Introduction to Open-Source GIS Tools for Forest Resource Management.
- Spatial Planning for GPDP for Different States.
- Use of Remote Sensing Data and GIS Applications for Audit.
- QGIS Applications for Forest Resources Management.
- Geo-Spatial Technologies for Planning Natural Resource Management (NRM) Works under MGNREGA.

Governance of rural development programmes

- COVID-19 Risk Communication Training for RD& PR functionaries.
- Good Governance through Community Participation in Rural Development- Community Score Card (CSC) Approach and Methodology.
- Responsive Administration - Strengthening of Responsive Governance for Effective Implementation of Rural Development Programmes at Grassroots.
- Online Workshop cum Training of Trainers (ToT) to Rural Development professionals and Faculty of SIRD Meghalaya on 'Social Accountability Tools for Good Governance'.
- Strengthening Nutritional Governance for Gram Panchayat Development.
- Collaborative Governance in Rural Volunteerism.

Others

- Value Chain and Business Development Plan for FPOs of NABARD.
- Strategies for Development of Particularly Vulnerable Tribal Groups (PVTGs) in Scheduled Areas.

- Nutrition Goals in Village level Planning and Monitoring.
- Entrepreneurship Development in Livestock Sector.
- Online Refreshment Programme for Certified Internal Auditors.
- Orientation cum Live Demonstration on Training Management Portal for PRI Division, Jharkhand.
- Monitoring and Evaluation Initiatives in Rural Development Programmes.
- Training on Management of Solid Waste and Wastewater.
- Online Training Programme on Social Audit of NSAP and PMAYG.
- CSR-A Catalyst for RD.
- Training on Quality Management & IEC Branding.
- Capacity Building for DDU-GKY Stakeholders & Awareness Session on COVID-19.
- Internal Training on GST for Finance Team.
- Allocation of home-based work to NRPs for Developing Training Modules on AEP for Community Resource Persons (CRPs).
- Appraisal of Value Chain Proposals under NRETP.
- Training on Gender Concept and Integration.
- Sanitation Workers as Corona Warriors: Securing Their Lives, Livelihoods and Dignity.
- Understanding Rural Resilience in COVID Times.
- Gender Budgeting for Rural Development.
- Role of PRIs in Child Development.
- Three-Week Certificate Course on Internal Audit in RD Programmes.

B) Workshops and Seminars

- Workshop for Micro and Small Entrepreneurs.
- Online Workshop cum Training of Trainers (ToT) to Rural Development professional and Faculty of KILA, Kerala on 'Social Accountability Tools for Gender Responsive Governance'.
- Mentoring and Handholding Support on Model Gram Panchayat/Village for NE States.
- Capacity Building and Handholding in 'Other than the Part IX areas of North East India' for effective Village Development Plan Preparation.
- Sustainable Housing Technologies.
- Household Water Treatment System.
- Bank Branch Manager Orientation Programme Discussion.
- Discussion on the Work with Elderly and PwD with SRLMs as per AAP (North East States).
- Rollout of Special Project under Innovation Fund of NRLM for CGSRLM Staff.
- Workshop on FNHW Integration to Selected Districts & Drafting State-Specific Operational Strategy (OPS) for Karnataka.

- Workshop on Experience Sharing of Gender Integration with NRPs and SRLMs (MP-12, Odisha-18, Andhra Pradesh-11, Chhattisgarh-14, Maharashtra-10, Jharkhand-12).
- Two Days Review Workshop with SRLMs on Social Inclusion and Gender.
- Workshop on Promotion of Integrated Farming Cluster under LH-Farm.
- Preparation of Online Training Calendar for IBCB, SISD for Three Months.
- Orientation Workshop for Newly Empanelled NRPs (LH- Non-farm).
- Preparation of COVID-19 Training Material.
- Meeting on COVID-19 MIS Data Collection.
- Meeting on Model Cluster Level Federation (MCLF) Financial Projections.
- Social Inclusion and social development (SISD) and VRP Training for State Resource Persons (SRPs) and District Resource Persons (DRPs) of NE SRLMs.
- Session on Financial Procedures for Uttarakhand.
- Orientation on Gramswaraj to NERC-NIRDPR Team for Assam.
- PFMS Q&A Session for Uttarakhand.
- Due diligence and Centre Inspection in DDU-GKY for Punjab.
- Training on DDU-GKY Placement Procedures.
- Virtual Training on Counselling for Kerala DDU-GKY PIAs – Pilot.
- Kaushal Salah Virtual Training – DDU-GKY.
- Thematic Workshop on Guidelines for MoU Signing for Punjab.
- Training on DDU-GKY SOP Module - Mobilisation for Bihar PIAs.
- Training Design and Planning as per DDU-GKY for Telangana.
- Thematic Workshop on DDU-GKY Centre Management for J&K, Kerala.

C) Networking Programmes

- Training on 'Advance Course for FPO on Non-Farm Sector-based Producer Organisation: Scope & Potential'
- Advanced Course for FPO on Significance of FPOs in Promoting Eco-Resilient Agriculture.

ANNEXURE – X

Themes of International Programmes

ITEC

- Natural Resource Management and Climate Change Adaptation.
- e-Governance Strategies and Best Practices in India.

AARDO

- Women Empowerment through Participatory Approaches in Rural Development.
 - Information Communication Technologies and Geoinformatics Applications in Rural Development.
- Natural Resource Management and Climate Change Adaptation.

Others

- Frugal Innovations and Rural Entrepreneurship: Connecting the Dots in Financial Inclusion.
- Bamboo for Rural Livelihood.
- Rural Development Project Management.
- Learning Sciences and their Role in Rural Development Training.

ANNEXURE - XI

Advisory Note issued by NIRDPR to all States in April 2020

COVID-19 Pandemic: What can Gram Panchayats as Local Governments do?

All the countries of the globe, including India, are passing through a major health crisis of the COVID-19 pandemic situation. The Hon'ble Prime Minister has taken the lead and initiated a number of preventive measures by announcing complete lockdown for 21 days, so as to prevent the spread of the virus through the community. The State leaderships have also risen to the occasion and worked as active partners in the battle to contain, cure the disease. Along with this, a slew of economic revival measures has also been announced, which will get translated into action in the next few days.

India lives in villages, accounting for about 60 per cent of the population living in rural India. The Indian villages are still a few steps behind the urban centres in terms of health facilities. Contrarily, the rural migrants have started moving back to their villages as their livelihood is in the doldrums in the urban centres because of the preventive measures taken by the authorities to avert the spread of the virus.

Gram Panchayats, as the local self-governments, have to rise to the occasion and ensure that the directions of the Central/State governments are enforced and citizens follow all required safety measures to prevent the spread of the virus. At the same time, in view of the long lockdown, which is absolutely essential for our survival, there could be a number of households in each Panchayat area or the migrant families who have come back from urban centres, who would be poor or lack resources for sustenance for this long period, as their livelihoods may depend on daily earnings.

As per provisions of the 'National Policy on Disaster Management, 2009' published by the Government of India, Gram Panchayats being 'Local Authority' for preparing Disaster Management Plans, should make use of this crisis situation to assist the people of the Panchayats to overcome this crisis. The time is right for the elected representatives of Gram Panchayats and other functionaries to ensure that all safety measures such as regular washing of their hands, maintaining social distancing, not to move in groups, etc., as envisaged by the respective health departments are implemented. Another important task before them is to ensure that no person goes hungry, irrespective of their socio-economic status. A system has to be created, where all such needy families should be provided with food or rations for their sustenance.

In this context, the aim of all the Panchayats should be:

"Nobody will contract COVID-19 virus, nobody will infect others, and no person will go without food during the lockdown period in my Panchayat"

As part of the constitutional mandate, the Panchayats are familiar with the preparation of Gram Panchayat Development Plans. The GPDP has an important element of "low cost or no cost" development initiatives which have transformed a number of Panchayats into progressively developed islands across the country. The present crisis of COVID-19 can be tackled by such measures by sheer imagination and passionate leadership of the Gram Panchayats. Some proactive Gram Panchayats have already taken such measures to assist their people. A few of such innovative measures may include, but may not be exhaustive, inter alia -

1. Every Gram Panchayat may identify 5 to 6 courageous and dedicated volunteers among the rural youths, clubs, SHGs, NGOs, voluntary organisations, etc., to work in every ward under the leadership of the ward member or any other person to be nominated by the Gram Panchayat in the absence of the ward member for any reason. Such volunteers may be motivated to take measures such as:

- a. To move at the ward area and undertake publicity and campaign measures through public announcements (with standard messages on dos and don'ts that may be prepared by the Health Department for correctness and uniformity) and also through house-to-house visits, aiming to prevent the spread of COVID-19 pandemic;
 - b. Keep a record of all such people, who have recent travel history either abroad or from urban areas, sensitise them to maintain home quarantine with due precautions;
 - c. Keep track of them so as to report the first symptoms of coronavirus infection, if any, to health authorities to shift them to medical isolation and treatment.
 - d. Enable such quarantined people to keep a record of all such people, with whom they had come in contact who might be at risk if they develop infection symptoms and inform all such people for appropriate care.
 - e. To maintain overall surveillance in the area to ensure that the citizens remain at home and do not come out, unless for essential services or emergency situations;
 - f. To guide the persons suffering from fever, cold and other symptoms of flu to attend health centres for check-up and to abide by medical advice.
2. Every Gram Panchayat may identify in every ward the most indigent households having no stock of food and other essential requirements of living a healthy life, and link such households with one or more SHGs to provide them with cooked food or rations for subsistence by voluntarily mobilising the essential rations, from the affordable households or arrange from PDS.
 3. For such households, the Panchayat may open a "kitchen" to provide readymade food for such needy persons, with due care of preventing any congregation and without breaking the principle of social distancing.
 4. With the support of the BDO/Intermediate Panchayat concerned, every Gram Panchayat may ensure that the ration shops and other minimum public utilities remain open and functional with stock to cater to the minimum needs of the citizens in distress. Also, inform the citizens about their entitlements as announced by the Central/ State governments on various fronts such as additional ration, direct benefit transfers, etc.
 5. Through the respective ward members and teams of volunteers, every Gram Panchayat may provide service to the needy such as the aged by arranging foodgrains from the ration shops under the National Food Security Act and delivering the foodgrains at the doorstep of the needy households in extreme emergency.
 6. Every Gram Panchayat may deploy a team of tube well mechanics/pump operators to ensure regular water supply, which is critical for regular hand washing and other needs.
 7. Every intermediate Panchayat is to ensure that the GPs can equip the ERs, ward members and volunteers with the required safety measures for working on a war footing.
 8. If required, the Gram Panchayats may utilise their discretionary funds to meet the cost of the above-mentioned emergency arrangements. However, mobilising such resources on a voluntary basis will go a long way to create cohesiveness and a feeling of togetherness among the members of the Panchayats.

The NIRDPR joined hands in guiding the Gram Panchayats to take care of the citizens by releasing a series of IEC material through its website. An awareness creation module was launched through its Learning Management Portal, namely 'gramswaraj.nirdpr.in.' This has strengthened the capacity of Local Governments for the safety and wellbeing of their citizens making the dream of Gandhiji a reality.

ANNEXURE - XII

List of Members of General Council

S. No.	Name & Address
1	Shri Narendra Singh Tomar Hon'ble Union Minister for Rural Development, Krishi Bhavan, New Delhi – 110 001
2	Sadhvi Niranjan Jyoti Hon'ble Minister of State for Rural Development, Krishi Bhavan, New Delhi – 110 001.
3	Hon'ble Minister of State for Panchayati Raj Room No. 322, Krishi Bhavan, New Delhi – 110 001
4	Shri Nagendra Nath Sinha, IAS Secretary, Department of Rural Development, Ministry of Rural Development, Krishi Bhavan, New Delhi – 110 001
5	Chairman Kajra District Co-operative Milk Producers' Union Ltd., Amul Dairy, Anand-388001. Gujarat.
6	Chairman University Grants Commission (UGC) Bahadur Shah Zafar Marg, New Delhi - 110002.
7	President Association of Indian Universities (AIU) 16 Comrade Indrajit Gupta Marg, Opposite National Bal Bhavan, Near I.T.O., New Delhi - 110002
8	Secretary (DWS) Ministry of Drinking Water and Sanitation C Wing, 4 th Floor, Pandit Deendayal Antyodaya Bhawan, CGO Complex Lodhi Road, New Delhi – 110003
9	Secretary Department of Land Resources Ministry of Rural Development Krishi Bhavan, New Delhi - 110 001.
10	Secretary Ministry of Panchayati Raj Krishi Bhavan, New Delhi -110 001.
11	Secretary Ministry of Agriculture and Farmers' Welfare Room No. 115, Krishi Bhavan New Delhi – 110 001.

S. No.	Name & Address
12	Secretary Department of Higher Education Ministry of Human Resource Development 127-C, Shastri Bhawan, New Delhi
13	Secretary, NITI Aayog, C-8, Tower-I, New Moti Bagh, New Delhi- 110 021
14	Secretary Department of Personnel & Training (DoPT) Ministry of Personnel, Public Grievances and Pensions Department of Personnel & Training North Block, New Delhi - 110 001
15	Secretary (FS) Department of Financial Services Ministry of Finance, 6A, 3rd floor, Jeevan Deep Building, Sansad Marg New Delhi-110001
16	Additional Secretary & Financial Adviser Ministry of Rural Development, Krishi Bhavan, New Delhi – 110 001.
17	Additional Secretary, Ministry of Rural Development, Krishi Bhavan, New Delhi – 110 001.
18	Joint Secretary (Training) Ministry of Rural Development, Krishi Bhavan, New Delhi – 110001.
19	Joint Secretary, Ministry of Tribal Affairs 218, 2 nd Floor, D Wing Shastri Bhawan, New Delhi – 110 001
20	Joint Secretary (SD & Media) M/o Social Justice & Empowerment, Shastri Bhawan, C Wing, Dr. Rajendra Prasad Road New Delhi – 110 011
21	Vice-Chancellor Jawaharlal Nehru University, New Delhi-110 067

S. No.	Name & Address
22	Vice-Chancellor, University of Hyderabad, Professor CR Rao Road, P O, Central University, Gachibowli, Hyderabad -500046. Telangana.
23	Dr. G. Narendra Kumar, IAS Director General National Institute of Rural Development and Panchayati Raj (NIRDPR) Rajendranagar, Hyderabad -500030.
24	Secretary (DARE) & Director General, ICAR A-1, NASC Complex, DPS Marg, New Delhi-110 012
25	Director Rural Self-Employment Training Institute, No.1210, 1 st Floor, Above ICICI Bank, 80 Feet Road, 560 104, Chandra Layout, Bengaluru- 560040, Karnataka
26	Senior Adviser, Ministry of Skill Development and Entrepreneurship Room No.322, B-Wing, Shram Shakti Bhawan, Rafi Marg, New Delhi – 110001.
27	Joint Secretary, RL & Mission Director (NRLM) 7 th Floor, NDCC-II, Ministry of Rural Development Jay Singh Road, New Delhi – 110001
28	Executive Director (in-charge) Financial Inclusion and Development Department (FIDD), 10 th Floor, Central Office Building Shahid Bhagat Singh Marg, P.B.10014, Mumbai - 400 001.
29	Chief General Manager NABARD, 1-1-61, RTC 'X' Road, PB No.1863, Musheerabad, Hyderabad, Telangana PIN: 500020
30	Director Institute of Rural Management Post Box No. 60, Anand – 388001 (Gujarat).
31	Director Tata Institute of Social Sciences V.N. Purav Marg, Deonar, Mumbai – 400088
32	Director Indian Institute of Management Vastrapur, Ahmedabad – 380 015 Gujarat
33	Director Indian Institute of Technology Kharagpur – 721 302 West Bengal.

S. No.	Name & Address
34	Director Indian Institute of Technology (Banaras Hindu University) Varanasi – 221005, UP
35	Director Indian Institute of Forest Management (IIFM) Post Box No. 357, Nehru Nagar, Bhopal – 462003.
36	Director General MANAGE Rajendranagar, Hyderabad – 500030.
37	Director (i/c) Centre for Women's Development Studies (CWDS) 25, Bhai Vir Singh Marg (Gole Market) New Delhi – 110001, India
38	Chetna – Secretary, Raura Sector, Bilaspur-174001. Himachal Pradesh
39	Administrative Manager Arogyadham, Deendayal Research Institute Siyaram Kutir, Chitrakoot, Satna – 485331, Madhya Pradesh
40	Secretary, Vikas Bharti, Block – Bishnupur, PS-Bishunupur, District – Gumla, Jharkhand
41	Director General, Rambhau Mhalgi Prabodhini, 17, Chanchal Smruti, G.D. Ambedkar Marg, Wadala, Mumbai-400031
42	Editor (Rural Affairs), Indian Express Express Building, B-1/B, Sector-10, Noida-201 301, Uttar Pradesh, India
43	Director, Institute of Economic Growth, University Enclave, University of Delhi (North Campus), New Delhi – 110 007
44	Shri Pasha Patel, Vithal Housing Society, Church Road, Latur – 412 512, Maharashtra

S. No.	Name & Address
45	Principal Secretary, PR&RD Rural Development Department Room No. 607 Sachi Bhawan, UP Secretariat Lucknow – 266 001, Uttar Pradesh
46	Principal Secretary, Department of Rural Development, Government of Assam Janata Bhawan, 'E' - Block, Ground Floor Dispur, Guwahati-781006, Assam
47	Principal Secretary Government of Odisha Rural Development Department Secretariat Bhubaneshwar- 751 001, Odisha
48	Secretary Panchayat& Rural Development Department, Govt. of Madhya Pradesh Vallabh Bhavan, Bhopal – 462004 Madhya Pradesh
49	Secretary Rural Development & Panchayat Raj Dept. Government of Maharashtra 7th floor, Bandhkam Bhavan, 25-Marzban Road, Mumbai – 400001, Maharashtra
50	Additional Chief Secretary Rural Development & PR Dept. Government of Rajasthan Secretariat, Jaipur – 302005. Rajasthan
51	Additional Chief Secretary Rural Development & Panchayati Raj, Govt. of Manipur, Manipur Secretariat, Room No.30, First Floor, New Secretariat, Imphal-795001

S. No.	Name & Address
52	Vice-Chancellor Delhi University Benito Juarez Rd, South Moti Bagh South Campus, Delhi 110021
53	Dr. R. M. Pant Director, NIRDPR-NERC Guwahati-781022
54	Dr. Y. Ramana Reddy Professor & Head (CHRD), NIRDPR, Hyderabad – 500030.
55	Dr. C. Kathiresan, Associate Professor (CPR) NIRDPR, Hyderabad-500030.
56	Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR, Hyderabad-500030.
57	Director General, Bihar Institute of Public Administration & RD, Walmi Campus, Phulwari Sharif, Patna – 801505, Bihar.
58	Dy. Commissioner, Karnal and Director-cum- Principal, Haryana Institute of Rural Development, ETC Complex, District – Karnal, Nilokheri – 132117, Haryana.
59	Principal, Regional Rural Development Training Centre Beside Forest Department, Sanjay Nagar, Dhamtari District, Kurud – 493663, Chhattisgarh.

ANNEXURE - XIII

List of Members of Executive Council

S. No.	Names of the Members
1	Shri Nagendra Nath Sinha, IAS Secretary, Department of Rural Development, Ministry of Rural Development, Krishi Bhavan, New Delhi – 110 001
2	Dr. G. Narendra Kumar, IAS Director General, NIRDPR, Rajendranagar, Hyderabad.
3	Secretary, Department of Panchayati Raj, Ministry of Panchayati Raj, Krishi Bhavan, Dr. Rajendra Prasad Road, New Delhi – 110001.
4	Secretary (DWS) Office of Secretary (DWS), Ministry of Drinking Water and Sanitation, C Wing, 4 th Floor, Pandit Deendayal Antyodaya Bhawan, CGO Complex, Lodhi Road, New Delhi
5	Secretary Department of Land Resources, Ministry of Rural Development Krishi Bhawan, New Delhi - 110 001.
6	Additional Secretary, Department of Rural Development, Ministry of Rural Development, Krishi Bhavan, New Delhi – 110 001
7	Additional Secretary & Financial Advisor Department of Rural Development, Ministry of Rural Development, Krishi Bhavan, New Delhi – 110 001
8	Joint Secretary (Training) Ministry of Rural Development, Krishi Bhavan, New Delhi – 110001
9	Dr. Jyothis Sathyapalan Professor & Head, CWEL, NIRDPR, Hyderabad
10	Director, Kerala Institute of Local Administration (KILA), Mulamkunnathukavu P.O., Thrissur (Kerala).
11	Director, IIT, Hyderabad, Kandi, Sangareddy – 502285 (Telangana)
12	Director National Innovation Foundation – India, Grambharti, Amrapur, Gandhinagar-Mahudi Road, Gandhinagar - 382650 (Gujarat)
13	Secretary (FS) Department of Financial Services, Ministry of Finance, 6A, 3 rd floor, Jeevan Deep Building, Sansad Marg, New Delhi-110001

ANNEXURE - XIV

List of Members of Academic Council

S. No.	Members
1	An eminent person with deep knowledge of the rural development sector and high academic credentials shall be the Chairman (part-time) of the Academic Council The Director General of the Institute shall be the Co-Chairman.
2	Joint Secretary in-charge of Training in Department of Personnel, HRD, Agriculture, Rural Development, E&F, Panchayati Raj, etc.
3	Deputy Director General (Programme Support) of NIRDPR - Member Secretary Deans of Schools of NIRDPR
4	i) Dr. R. Murugesan, Professor & Head, CSRPPP&PA ii) Dr. G. Venkata Raju, Professor & Head, CPME iii) Dr. Jyothis Sathyapalan, Professor & Head, CWE&L iv) Dr. Ravindra S. Gavali, Professor & Head, CNRM v) Dr. Y. Ramana Reddy, Professor & Head, CFL
5	One nominee each of National training institutions like IRMA, LBSNAA, ASCI, IIPA, etc.
6	Four persons with special knowledge nominated by the Chairman with the approval of the Chairperson of the Executive Council, but not exceeding two years. Heads of five SIRDs of States who are members of General Council (By rotation every two years)
7	i. Director, Mahatma Gandhi State Institute of Rural Development & Panchayati Raj, Adhartal, Jabalpur (MP) ii. Director, State Institute of Rural Development & Panchayati Raj, Gopabandhunagar, Bhubaneswar (Odisha) iii. Director General, IGPRS & Gramin Vikas Sansthan (SIRD), Jaipur (Rajasthan) iv. Director, State Institute of Panchayati Raj & Rural Development, Imphal (Manipur) v. The Commissioner, Karnal and Director cum Principal, Haryana Institute of Rural Development, Nilokheri, Haryana.

ANNEXURE - XV

Faculty Development Programmes Attended by Academic Staff during 2020-21

National

S. No.	Name of the Faculty Member and Designation	Name of the National Training Programme
1	Dr. Vanishree Joseph Assistant Professor, CPRDP&SSD	Three months Online programme on "Ethics in Action" from SDG Academy during Apr-June, 2020
2	Dr. R. Murugesan Professor & Head, CHRDP & Director i/c, NERC	Training Needs Analysis (TNA) at Institute of Management in Government, Thiruvananthapuram during 1 st -6 th March, 2021
3	Dr. S. N. Rao Associate Professor & Head (i/c), CESD	Training Needs Analysis (TNA) at IMG, Thiruvananthapuram during 1 st -6 th March, 2021
4	Dr. Rajesh Kumar Sinha Assistant Professor, CSA	Design of Training Programme at MCR-HRD, Hyderabad during 22 nd -26 th March , 2021
5	Dr. Srinivas Sajja Assistant Professor, CSA	Training Needs Analysis (TNA) at IMG, Thiruvananthapuram during 1 st -6 th March, 2021



NATIONAL INSTITUTE OF RURAL DEVELOPMENT AND PANCHAYATI RAJ

MINISTRY OF RURAL DEVELOPMENT, GOVERNMENT OF INDIA

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