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Institutionalising the best practices in management and governance of producer collectives by NIRDPR



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For the farmers and by the farmers- Annual General Body Meeting of an FPO

Institutionalising the best practices in management and governance of producer collectives by NIRDPR

Development of Cooperatives as an institutional model of collective for improving the quality lives of farmers were a century old idea. Ownership of small land holdings is adversely restricting the bargaining capacities of the farmers who are already battling with credit, production and marketing risks. In spite of the massive investment on cooperatives, only few have emerged as viable and successful enterprises, which have unleashed a search for finding the reasons for the success of few cooperatives despite the failure of many. The 'fertile ground' argument is that the hardy and enterprising patidars of northern Gujarat and marathas of western Maharashtra are the reasons for success of dairy cooperatives in Gujarat and sugarcane cooperatives in western Maharashtra. However, this has not offered any consolation to practitioners as the pattern of cooperation was not recreated among the farmers of coastal Andhra Pradesh or Punjab and Haryana who are equally

hardy and entrepreneurial. Another compelling explanation emerged from the studies for the success of some cooperatives is based upon controlling external loci of control and enabling liberal legal and policy framework. In pursuit of better way to free the cooperatives from the yoke of bureaucratic –political nexus, Producer Companies legislation came into force

The agribusiness horizon is going to be dotted with more than 25,000 producer collectives as FPOs in the coming five years. Institutionalising the best practices in management and governance is the need of the hour for these FPOs to remain in business

during 2003 as Chapter IXA of the Companies Act, 1956, imbibing mostly the philosophy of Liberal Cooperative Society Act but with a corporate muscle. Around 6000 FPOs were registered in the country majorly in Producer Company format and under liberal cooperative

format in few States.

Union Budget 2018 -19 and 2019-20: Focus on FPOs

In order to give a fillip to the farmer's organisations, the Government of India in the successive two budgets has announced the following measures

- Launching of "Operation Greens" with a budgetary outlay of Rs.500 Crores for onion ,tomato and potato crops in line with "Operation Flood" to promote FPOs for value addition, processing and post harvest management of vegetables.
- Tax deduction of 100 percent for FPOs upto Rs.100 Crores for five years starting from 2018-19.
- Promoting new 10,000 FPOs in the next five years to ensure economies of scale.

Present Status of FPOs

West Bengal, Uttar Pradesh, Tamil Nadu , Maharashtra, Karnataka, Madhya Pradesh, Gujarat and Andhra Pradesh are among the few state's leading in



Members of a Farmer Producer Organisation

the promotion of FPOs at an exponential pace. While few funding agencies are promoting FPOs with cooperative registration, others are encouraging to register under companies Act. When the Union government has liberalised the cooperative law in the country as per the recommendations of Brahm Prakash Committee in 1990, nine States have adopted the recommendations to liberalise their cooperatives.

The States which have liberalised their cooperative law such as AP and Chhattisgarh are encouraging Cooperative FPOs. For example Society for Elimination of Poverty (SERP) AP has registered 169 FPOs so far under Mutual Aided Cooperative Societies (MACS) Act. Variations were observed in some other states also regarding the registration of FPOs. The Indian Companies Act was not yet adopted by the State government of Sikkim. Therefore, the FPOs in this state were registered under Sikkim State Cooperative Act. West Bengal has not allowed Company Amendment Act, 2002. Therefore the FPOs promoted by both NABARD and SFAC were registered under Trust Act, in this state. However, the FPOs which were registered under Trusts and Societies being the non-profit entities found limitation in doing business and

hence are transforming into Companies. As the surplus income generated in the business cannot be shared for carrying out the business operations and for sharing the profits, a commercial entity in the form of either Company or Cooperative Society has been preferred by most of the FPOs being registered in the country.

Ministry of Rural Development has promoted more than 86,000 Producer Groups under various interventions of Deendayal Antyodaya Yojana (DAY-NRLM) such as Mahila Kisan Shashaktikaran Pariyojana (MKSP), MKSP Annual Action Plan, SRLM Annual action Plan, and World Bank dedicated fund. These producer groups are small sized; unregistered SHGs mainly formed for thrift and credit activities and are expected to take up collective value chain and marketing activities of the crops they are handling. The DAY-NRLM is promoting member owned member governed producer enterprises (PEs) in a large scale which could be registered either as Producer Companies or Cooperative Societies or Liberal Cooperative Society Act (Mutually Aided Cooperative Society Act in AP and Telangana). Around 131 women centric FPOs are registered under DAY- NRLM, till day.

However, the euphoria built on promoting collective consciousness for building up market linkages is gradually waning away as the Producer Companies are at crossroads, facing the big question of what to do and where to go from here. Findings of many studies on FPOs including that of CAS, NIRDPR indicate that without a right farmer friendly policy push and processes for constant monitoring and capacity building of FPOs, it may not be possible to align them with the ambitious “doubling of farm income” initiative.

In this context, CAS of NIRDPR as one of Resource Support Agency (RSA) of FPOs for NABARD Andhra Pradesh has been institutionalising the following best practices in the management and governance of FPOs.

- **Online and dynamic database collection of farmer members**

Possession of dynamic information on cropping requirements of the farmer members helps in designing right support systems for them such as input supply, custom hiring of high cost machinery besides facilitating technology support from local KVKs and RARS. Training was given to Board of Directors and CEO of FPOs on Open Data Kit (ODK) platform

who in turn are collecting the data of the farmers and uploading it to the ODK server of NIRDPR. This helps in quick tabulation of the data of FPOs for micro planning on value chain and business plan development. The data has been collecting from the farmer member's i.e, the members who have joined with a membership fee or who have paid the equity. Therefore, this system has been eliminating i) The double reporting of share holder farmer members in more than one FPO by Producer Organisation Promoting Institute (PoPIs) and ii) Over reporting of the farmer members within an FPO, by PoPIs.

• Statutory and operational compliances calendar

Many of the good performing FPOs have entered into default zone because of non compliance of timely statutory and operational compliances. The heavy penalties to be paid by the Board of Directors lead the FPOs, defunct. A compliance calendar prepared by CAS was circulated to all the FPOs of Andhra Pradesh, to follow scrupulously.

• Supporting the Philosophy of FIG based Micro Planning Approach

Farmer Interest Groups (FIGs) will

facilitate ease of reaching last mile producer to an FPO. In addition, many schemes of State Agriculture and line departments are dovetailed to FIGs. A network of Farmer Interest Groups following the principles of Panchasutra of SHGs federated into FPOs is the ideal gateway for managing FPOs.

• Convergence with National and local Institutions

Collaboration with National Research Institutions like Indian Institute of Millet Research, Indian Rice Research, National Fisheries Development Board helped in strengthening the sector specific FPOs. Under NRETP (National Rural Economic Transformation Program) many of the NRLM SHG federations are getting metamorphosed into Producer Collectives and already 150 such collectives are formed under the banner of NRLM – Deen Dayal Antyodaya Scheme. The member FPOs of NABARD are being encouraged to synergise with women SHGs so that they complement and supplement the value chain development of divergent commodities. Collaboration with Local institutions like KVKs and RARS are being encouraged to leverage the technical strength of these

institutions.

• Concurrent Monitoring System by developing Indicators for Performance

FPO Performance Indicators were developed and capacity building programmes were being conducted on these templates for preparation of one year road map and strategic business plan. These systems will help the FPOs to remain in a sustainable path, undeviated.

• Ensuring the Effectiveness of Governance

The quality of the governance depends on internal democratisation with committees for wide range of functions of FPOs. Moreover, mere constitution of the committees alone will not serve the purpose unless they deliver the services and discharge functions for which they are constituted. Proper orientation to the committee members about their responsibilities, plan of action and reporting system are being streamlined so that the CEO of FPOs can coordinate the work of committees more effectively.

Up to date book keeping is something non-negotiable for any FPO, if it really wants to grow professionally by meeting the expectations of the shareholders without giving scope for conflicts and statutory penalties. Though SHGs have the system of book keeping, there are no standard books of accounts for FPOs as of now in the country. To address the issue of delinquency in Book keeping, CAS of NIRDPR has prepared formats for various books of accounts and has been training the Board of Directors and CEOs on Book keeping.

Dr. Ch. Radhika Rani

Associate Professor & Head
Centre for Agrarian Studies

Cover page design: **Shri V. G. Bhat**



Meeting of the FPO in progress

16th Convocation of PGDRDM graduates held at NIRDPR



Smt. Neela Gangadhran, former Chief Secretary, Government of Kerala (1st row, 4th from left), Dr. W. R. Reddy, IAS, Director General, NIRDPR (1st row, 5th from left), Dr. Prakasam Tata, Executive Director, Centre for Transformation of Waste Technology, Greater Chicago (1st row, 5th from right), Smt. Radhika Rastogi, Deputy Director General, NIRDPR (1st row, 4th from right) and Dr. Franklin Laltinkhuma, Registrar (1st row, 2nd from left) with the other dignitaries and students at the Convocation.

The 16th Convocation of the PGDRDM course graduates was held at the National Institute of Rural Development and Panchayati Raj, Hyderabad, on 9th August, 2019. Smt. Neela Gangadhran, Former Chief Secretary, Government of Kerala, graced the occasion as the Chief Guest and awarded the certificates and medals.

Addressing the audience, Smt. Neela Gangadhran said that a pool of rural development professionals should be created, who will help uplift the rural poor and take forward the rural development initiatives in the country. Dr. Prakasam Tata, Executive Director, Centre for Transformation of Waste

Technology, Greater Chicago was the Guest of Honour. Dr. W. R. Reddy, IAS, Director General, NIRDPR, presided over the function. He explained about the contribution of the Institute to the society as a whole and particularly to the sector of rural development in India.

He added that close to 730 rural development professionals have graduated from NIRDPR and they are contributing professionally to manage the rural development programmes in the country including State Rural Livelihoods Mission, MGNREGS, etc. Students of the Institute work at the grassroots level covering remote villages.

Smt. Radhika Rastogi, IAS, Deputy Director General spoke of the students' performance and their role in upliftment of the rural society. She emphasised that they should develop passion towards the sector to become change managers.

A total of 28 students received their certificates at the convocation ceremony of PGDRDM (PG Diploma in Rural Development Management) (Batch-16). The gold medal for best performer was awarded to Amartya Krishna Roy. The Silver, Bronze and DG's Special medals were awarded to Ulligadda Veeresham, Sahara Bisoyee and Penioni Kuinikoro (from Fiji), respectively.



Students of PGDRDM 16th batch taking oath; (inside) Dr. W. R. Reddy, IAS, Director General, NIRDPR administering the oath; (right) Chief Guest and dignitaries lighting the lamp

Decentralised planning in a Gram Panchayat: case study of Chenushtha Gram Panchayat



Gram Sabha in progress at Chenushtha Gram Panchayat

Decentralised planning is a distinctive part of democratisation to improve public services for rural poor. Infrastructure facilities are essential for social and economic development in rural areas that include education, health and sanitation in addition to the provision of food and agriculture-related subsidies. Gram Panchayats are functioning as institutions of local government that prepare plans and implement schemes, paving way for economic development and social justice. Decentralised planning promotes active participation of local people in implementing various local plans and programmes. It enhances the involvement of local communities in development process.

The Chenushtha Gram Panchayat situated in Amravati district of Vidharba region in Maharashtra was established on 1st May, 1962. It has been since initiating programmes for collective mobilisation of communities for construction of toilets, safe disposal of waste and maintenance of community assets for improved hygiene. It has received the Nirmal Gram Puraskar from the Ministry of Panchayati Raj (MoPR) in 2008.

Profile of Chenushtha Gram Panchayat

Chenushtha Gram Panchayat is located in Teosa Taluka of Amravati

district. It is located 40 km towards east from district headquarters of Amravati and 688 km from State capital Mumbai. A total of 210 families reside in the village of which 57 families are below the poverty line. As per the 2011 census, the population of village is 862, of which 449 are males and 413 are females. The number of children within the age group of 0-6 years is 77, which makes up 8.93 per cent of total population. Average sex ratio of Chenushtha is 920 which is lower than State's average of 929. Child sex ratio is 878, which is lower than Maharashtra's average of 894.

Cotton, orange, soya and wheat are the major crops grown in this area. As per the 2011 census, the literacy rate in the village is 85.61 per cent, compared to 82.34 per cent of Maharashtra. Male literacy stands at 91.18 per cent, while female literacy rate is 79.58 per cent. As per the Constitution of India and Panchayati Raj Act, Chenushtha village is administered by Sarpanch (Head of Village) who is the elected representative of village. The Panchayat has a primary school and an anganawadi centre. There is no high school in the Gram Panchayat and students have to travel 4 km to reach the nearby high school. Other facilities like the government health sub-centre and veterinary hospital are located at a distance of 4 km from the Gram Panchayat.

Management of Chenushtha Gram Panchayat

Chenushtha Gram Panchayat has a total of eight functionaries including the Panchayat Secretary and full-time staff like the data entry operator, peon and Pani Puratha Karmachari (water supply men), appointed by the State government. The Panchayat meetings are attended by all the members, especially women. In these meetings, local issues are discussed, plans are reviewed and programmes about various schemes take place.

Infrastructure facilities

The Panchayat has an own building facilities like water, sanitation, electricity, etc. The Panchayat office is well equipped with CCTV camera, printers, computers and a broadband connection. The Panchayat also has good seating arrangements for the staff and visitors. The Gram Panchayat has a community hall which is used for the Gram Sabha and other public meetings.

Decision-making process

The members of the Panchayat conduct regular monthly meetings to discuss various issues and developmental activities. The Sarpanch takes decisions with the help of Panchayat members and villagers. Apart from monthly meetings,

the Gram Panchayat conducts special and emergency meetings as per the need. The Gram Panchayat holds informal meetings with the villagers before implementing any scheme in the area. In the meetings, the progress of previous year's programmes is reviewed, to give an approval to annual plans and finalise the list of beneficiaries in Gram Sabha meetings.

Transparency and accountability

The Gram Panchayat conducts six Gram Sabhas every year as per the Act. Besides regular Gram Sabha, Mahila Gram Sabha is conducted every year to ensure that women's concerns are addressed. In 2015-16, Mahatma Gandhi Tanta Mukti Gaon Mohim (Dispute-free Rural Plan) committee was constituted which comprises 13 members, including ex-servicemen, Gram Panchayat members and youth from the village. The committee is helping villages to identify the existing disputes, classifying them into criminal, collective, revenue and noting. The Gram Panchayat is practicing social audit for transparency and better accountability of the scheme like MGNREGA, IAY, etc.

Best practices

The Gram Panchayat has followed and evolved innovative strategies in their development works. One of the best practices in the Gram Panchayat is setting up of eco-friendly central solar lighting facility to reduce the dependency on electricity and it is eco-friendly. To provide safe drinking water to the household, the Gram Panchayat has set up an RO plant at the village level. Further, the village is equipped with CCTV cameras to make the village safe, organised and to end open defecation. To improve the sanitation facility, the Gram Panchayat has adopted public toilets. It is found that each household has individual toilets in Chenushtha. The Gram Panchayat is also taking initiatives to provide free sanitary napkins through different agencies to adolescent girls to promote menstrual hygiene. The Chenushtha Gram Panchayat has adopted public garbage system to improve cleanliness, hygiene and environment. An intensive awareness campaign on environmental issues was undertaken with focus on disposal of waste and the villagers were educated on methods to segregate the

solid and liquid waste.

Besides, the Gram Panchayat also has the facility to collect electricity and telephone bill. Moreover, the Chenushtha Gram Panchayat has fire extinguishing facility for better safety and security of the households. The Gram Panchayat is adapting innovative ways of education through digital learning to provide the most conducive environment at the primary school. The Gram Panchayat has combined funds from various schemes towards the improvement of infrastructure within the Gram Panchayat. During 2016-17, the Chenushtha Gram Panchayat has received smart village funds of Rs 30 lakh and Tanta Mukti Gaon Mohim award. Majority of households have constructed pucca houses under the Pradhan Mantri Awas Yojana (PMAY).

Chenushtha Gram Panchayat is a case of good working democratic practices. The public in the Gram Panchayat is participative in the planning, working of the Gram Panchayat.

Dr. Rimki Patgiri, PTM

Dr. Pratyusna Patnaik,

Assistant Professor

Center for Panchayati Raj

DDU-GKY cell, NIRDPR hosts Conclave of CEOs and COOs of SRLMs



Dr. W. R. Reddy, IAS, Director General, NIRDPR (1st row, 7th from left) with the other dignitaries and participants of the conclave

A conclave of the CEOs and COOs of SRLMs for DDU-GKY was hosted by DDU-GKY, National Institute of Rural

Development and Panchayati Raj during 26th-27th August, 2019 at Pragati Resorts, Hyderabad. The theme of the conclave

was 'Placements: Challenges and Possibilities in DDU- GKY'

In the 'Strategy for New India@75',



Dr. W. R. Reddy, IAS, Director General, NIRDPR distributing certificates to the trainers of DDU- GKY with Shri Sandeep Sharma, Deputy Director, Skills, MoRD.

one of the main goals for 2022-23 in skilling is to increase the proportion of formally skilled workers from the current 5.4 per cent of India's workforce to 15 per cent. As the States are poised to meet the new targets for skilling the rural youth of our country during this financial year (2019-20), DDU-GKY (Deen Dayal Upadhyaya Grameen Kaushalya Yojana), a flagship programme by the Union Ministry of Rural Development, has a phenomenal role to play in achieving these goals.

The data indicate certain trends in "youth idleness" and show that 27 per cent of youth population in rural India in the age group of 15-29 years are in the category of NEET (Not in Employment, Education or Training) (source: Annual Report: Periodic Labour Force Survey (PLFS) 2017-18).

DDU-GKY can skill and employ such youth adequately. NIRDPR hosted the 'CEO Conclave' as it is the right time to forge synergies, address the issues, concerns and challenges associated with placements in DDU-GKY.

Dr. W. R. Reddy, Director General, NIRDPR, in his key note address drew the attention of the forum to the rapidly changing landscape of jobs in the context of Industry 4.0; over the way in which youth could exercise their choices and the constant need to reinvent the approaches to skilling the youth accordingly.

The Director General welcomed

the CEOs and senior managers from the sector skill councils to engage more closely with DDU-GKY and provide multi-pronged support as industry partners.

The trainers, who were trained on skilling methodology by NIRDPR and met the quality standards in live observations were awarded accreditation certificates. DDU-GKY candidates, who were employed at the venue of the conclave, were felicitated to mark the unveiling of the theme of the conclave. Dr. W.R. Reddy released 'Retail Snake and Ladder', a game conceptualised by DDU-GKY trainers. This game was designed and developed by training and e-learning divisions of NIRDPR for promoting interactive learning for DDU-GKY candidates. The game had the audience engrossed while playing it for a brief period.

Shri Charanjit Singh, Joint Secretary (Skills), Ministry of Rural Development, addressed the audience on the second day of the conclave and highlighted the importance of sustaining quality in DDU-GKY, by drawing a leaf out of the best practices by the Tatas. He highlighted the importance of conducting a skill gap study and urged for increased involvement of CRPs in mobilisation and the role of State Programme Manager in placement. He emphasised that focused meetings with SSCs will be conducted shortly. Shri Charanjit Singh released the new initiatives of NIRDPR in e-learning for prospective PIAs and DDU-GKY

candidates.

Dr. Partha Pratim Sahu, Associate Professor, Centre for Entrepreneurship Development highlighted the quantitative and qualitative dimensions of employment challenges, with the reasons behind them; the rural employment scenario and challenges in the context of larger labour market. Dr. Sahu recommended that there should be frequent impact studies, convergence of skilling programmes and placing DDU-GKY in the larger skilling space, and promotion of apprenticeship opportunities as some of the factors to enable DDU-GKY succeed more. He also emphasised the need to focus more on emerging sectors.

Shri K. Venkateswara Rao, Managing Director, NABCONS shed light on placement opportunities in the agricultural sector for DDU-GKY and different job roles in agri sector, where youth can be skilled. He pointed out the potential for privatisation in the farming sector and that would mean not just enhanced efficiency, but more jobs for rural youth.

Shri Shankar Dutt Kabdal, Director Monitoring and Evaluation and Shri B.K. Tripathy, Vice President, NABCONS presented the challenges with regard to placement in DDU-GKY from the perspective of CTSAs.

Shri Padmanabha Rao, Additional Project Director, DDU-GKY presented the distance covered from the previous CEO Conclave till now and the actions taken by NIRDPR such as a common ERP system for DDU-GKY, based on the suggestions received by CEOs of SRLMs last year.

CEOs and senior members of the sector skill councils such as Green Jobs, Power, Paints and Coatings, Capital Goods, Automotive, BFSI, Tourism and Hospitality, Management and Entrepreneurship and persons with disability sector skill council presented different avenues and newer opportunities for DDU-GKY candidate skilling and placement.

Dr. M. Srikanth, Director-Finance and Appraisal, presented the status

of appraisal and finance in DDU-GKY. Shri G.B.K. Rao gave a health talk on the second day of the conclave to the attendees and shared insights on healthy living and health-giving plants. Shri Samir Goswami, Director of MIS, DDU-GKY gave a presentation on Kaushal Bharat, the ERP for DDU-GKY and its roll out and adoption by the States.

Shri Bhaskar Natarajan, Programme Execution Head, Tata Strive, presented the best practices followed by Tata Strive in skilling rural youth. Shri Hari Kishore, Executive Director, Kudumbashree, Kerala gave a presentation on five ideas on convergence and 16 best practices in DDU-GKY implemented in Kerala. This included involving SHG women in uniform stitching and canteen for DDU-GKY students.

Dr. C. Kathiresan, Associate Professor and Head, Centre for Panchayati Raj gave a presentation on convergence opportunities for DDU-GKY with Panchayati Raj for better outcomes, given the fact that there is specific focus on skilling in GPDP. He suggested the following as the way forward for

convergence:

1. Orientation of PIAs on GPDP and Convergence
2. Participation of PIAs/ representatives in People's Plan Campaign for GPDP
3. Participation in special Gram Sabha and presentation
4. Preparation of village-wise skill demand in consultation with Gram Panchayat level working group/standing committees
5. Ensuring integration of skill development as part of GPDP
6. Follow-up with Gram Panchayat standing committees on implementation

The States presented their best practices, which provided the CEOs with an opportunity to build their synergies. Four working groups were formed to discuss the gaps identified, five bold steps for the next six months to strengthen DDU-GKY implementation and support required from NIRDPR and MoRD, which was presented by each group to the forum.

In his concluding remarks, Shri Charanjit Singh, Joint Secretary (Skills)

MoRD, emphasised the need for the SRLM, NIRDPR, NABCONS and SSCs to work closely to enhance factors contributing to the envisioned success.

In his concluding remarks, Dr. W. R. Reddy, Director General, NIRDPR highlighted the need for engagement with the industry, combination of QPs for employability, grooming and training of large number of trainers. "To ensure the quality, apprenticeship-based learning (NAPS), skill gap analysis that is reliable, dynamic and concurrent, leveraging CSR for CAPEX heavy job roles, ensuring smooth data flow between SSCs and SRLMs may be considered," he remarked.

"Sector-wise workshops with SSCs, orienting the PIAs on suitable trades, expanding employer group, mentoring and handholding the PIAs are other ways," the Director General further added and urged the forum to consider possibilities of up-skilling employed people, which may call for a policy level decision, which is worth exploring in the current context. Training division, DDU-GKY and Centre for Skills and Jobs, MoRD coordinated the programme.

CDC organises workshop on Crisis Communication and Media Training

The Centre for Development Documentation and Communication, National Institute of Rural Development and Panchayati Raj organised a workshop on Crisis Communication and Media Training at the Institute on August 16, 2019. The workshop was conducted by Ms. Bhavani Giddu Veeravalli, Founder & CEO, Footprint Global Communications.

Ms. Bhavani Giddu, is a senior communications professional with 27 years of experience in public relations and strategic media relations, she handled a session on crisis communication.

Dr. W. R. Reddy, IAS, Director General, NIRDPR and other faculty members attended the session. Ms. Bhavani Giddu Veeravalli led the session and she was assisted by Ms. Madhulika V.

Narasimhan, Assistant Manager- Special Projects, and Shri Sairam Radhakrishnan, Communications Specialist, Footprint Global Communications.

The topics she touched upon included Public Relations crisis, potential crisis triggers, lifecycle of a crisis, response strategy, response mechanism, relevance of authorised spokesperson, and dos and don'ts in a crisis situation. Citing real-life experiences, she explained the ways of handling queries from media during a crisis situation. Post lecture, she also put the participants through a number of mock training sessions.

The second half of the session on media training was conducted by Shri Sairam Radhakrishnan, Communications Specialist, Footprint

Global Communications. Shri Sairam spoke in length about the need for an institution to maintain good media relations. Giving an overview of the media landscape in the country, he talked about the topics that attract media attention, elements of a key message, methods of communicating key messages, media outreach process and importance of creating a media cell in an organisation. He briefed about the ways in which an Institution can position itself in the media.

In his concluding remarks, the Director General urged the faculty to make maximum use of the opportunity about media relations to promote their good work and attract more CSR activities. Dr. Akanksha Shukla, Associate Professor & Head, CDC coordinated the workshop.

- CDC initiatives

Dr. Suresh Babu, IFPRI delivers a lecture on Rural Development Challenges in Indian Agriculture



Dr. Suresh Babu, Senior Research Fellow & Head of Capacity Strengthening, International Food Policy Research Institute, Washington delivering the lecture on 'Rural Development Challenges in Indian Agriculture' at NIRDPR

The Centre for Development Documentation and Communication (CDC), NIRDPR organised a lecture by Dr. Suresh Babu, Senior Research Fellow & Head of Capacity Strengthening, International Food Policy Research Institute, Washington on 'Rural Development Challenges in Indian Agriculture' at the Institute on August 19, 2019.

Dr. Suresh Babu is also the Advisory Editorial Board member of the Journal of Rural Development, the quarterly journal published by NIRDPR.

Dr. Akanksha Shukla, Associate Professor & Head, CDC delivered the welcome address and introduced the speaker to the audience. Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR invited him for the lecture with a bouquet.

Dr. Suresh Babu stressed about

agriculture revitalisation being the need of the hour due to the increase in the use of pesticide which is given to farmers with a subsidy. He stated that it has many monetary implications. He also quoted a book by Ashok Gulati 'The Subsidy Syndrome in Indian Agriculture' and how the money which is spent in giving subsidies can be pumped in to other areas to alleviate rural development.

Talking about the rural development research, Dr. Suresh Babu said that South Korea has become urbanised and industrial, even then is promoting community-based rural development programmes. South Korea is also encouraging upcoming researchers to work towards rural development.

He pointed out that the Chinese have started the approach of merging rural and urban economics called rubonomics. In China, entrepreneurs in

rural areas have access to e-commerce. Further, European Union is rooting for rural development and research.

Talking about the Indian scenario, Dr. Suresh Babu suggested that the connectivity of rural areas with urban cities should be bridged to mitigate rural unemployment. He emphasised that rural areas depend and flourish on environment. He also pointed that when policies are being made for rural areas at the Central level, the local environment should be considered because it has an impact on the economy. He mentioned that agriculture, policy-making and administration should go hand-in-hand to achieve common goals.

Dr. W. R Reddy, IAS, Director General, NIRDPR honoured him with a memento. The programme ended with a vote of thanks from Dr. Akanksha Shukla.

-CDC initiatives

International workshop on Geo-Spatial Information Management in Rural Development held at NIRDPR



Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR (1st row 4th from right), Dr. P. Kesava Rao, Associate Professor & Head, CGARD (1st row 4th from left) and Dr. M. V. Ravibabu, Associate Professor, CGARD (1st row 3rd from left) with the other participants of the training programme

Centre for Geoinformatics Applications in Rural Development (CGARD) organised a four-week international training programme on 'Geo-Spatial Information Management in Rural Development' from 09th to 05th August, 2019 at the National Institute of Rural Development and Panchayati Raj in collaboration and sponsored by India Technical and Economic Cooperation (ITEC). A total of 16 participants attended the workshop from nine countries i.e., Argentina, Ethiopia, Iraq, Kenya, Malaysia, Mauritius, Nigeria, Sri Lanka and Zimbabwe. Participants included middle level and senior government officials, engaged in development administration, formulating policies and programmes of development, in their respective countries.

The programme was inaugurated by Smt. Radhika Rastogi, IAS, Deputy Director General of NIRDPR. She emphasised the importance of geo-spatial technologies and information in development for planning, monitoring and management of resources for rural development. In her inaugural address, Smt. Radhika Rastogi urged the participants to actively take part in learning about new technologies and applications for use in development of respective countries. The course director welcomed the participants and briefed the programme objectives, course content, training methods, etc.

All the participants made

presentations about their countries, specifically on profile, rural development initiatives, policies, programmes, achievements, innovations, challenges and usage of geo-information in various sectors, followed by discussions. These presentations gave the participants an opportunity to learn about different countries. The classroom sessions were handled by the course team senior scientists from National Remote Sensing Centre (NRSC), Indian Space Research Organisation (ISRO) working in the field of geo-spatial technologies. Topics were covered by eminent scientists from (NRSC/ISRO) on the innovative and best practices of India. As part of the programme, the participants were introduced to research centres in the proximity of the Institute such as International Crop Research Institute for Semi-Arid Tropics (ICRISAT) and Indian National Centre for Ocean Information Services (INCOIS), Hyderabad to understand and visualise the practical experience in person.

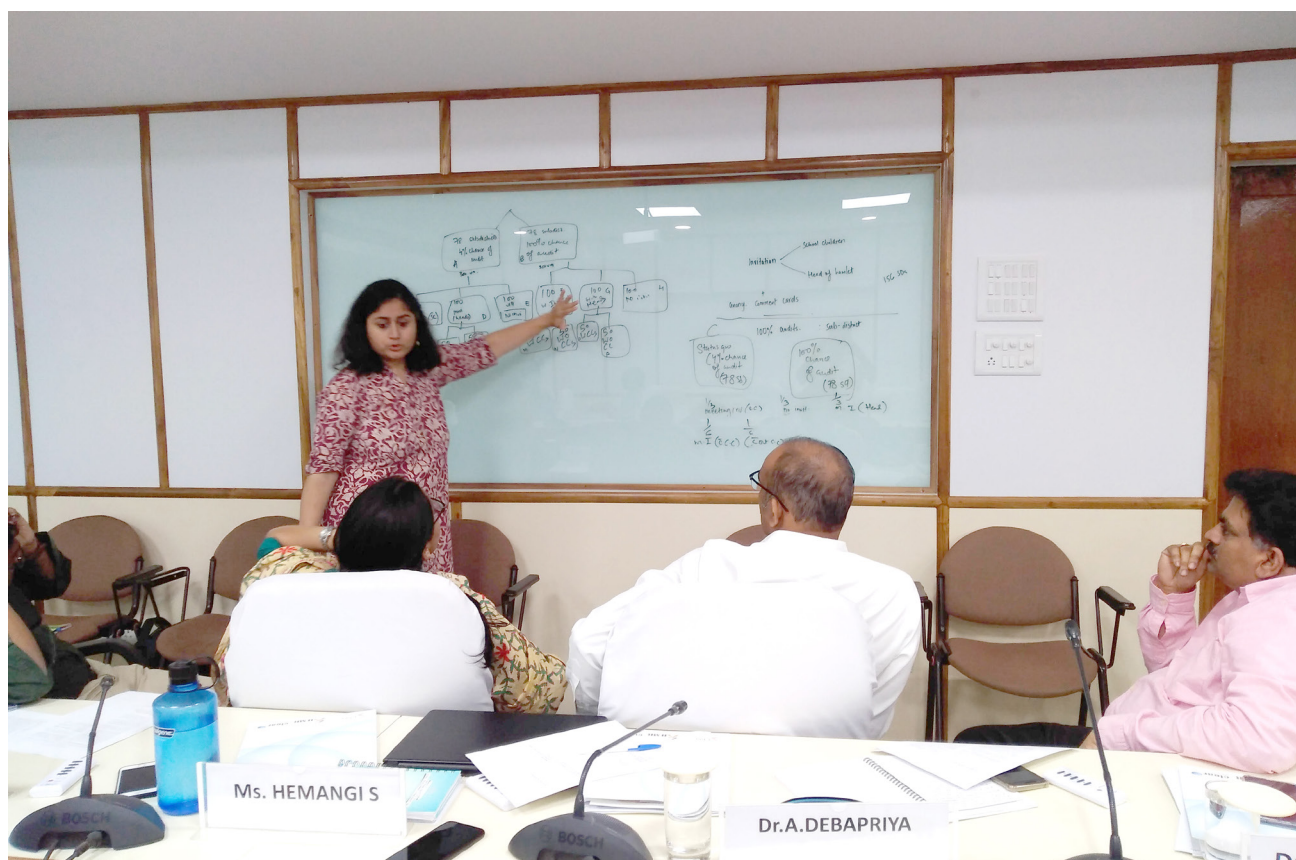
Participants were taken to Mysuru and Bengaluru for a one-week study tour to explore Indian culture and technology dissemination in the field of spatial technology towards rural development. On the first day, participants visited SATCOM facility at ANSSIRD, Mysuru. The faculty of ANSSIRD demonstrated the use of SATCOM-satellite-based technologies in interactive training programmes for Gram Panchayats. Later, they visited Karnataka State Space Application Centre

at Mysuru. Subsequently at Bengaluru, all the participants interacted with the faculty at National Bureau of Soil Science and Land-use Planning (NBSS&LUP), Regional Centre, Karnataka State Natural Disaster Management Centre (KSNDMC). Karnataka State Space Application Centre, Bengaluru.

The valedictory session was chaired by Smt. Radhika Rastogi, IAS, Deputy Director General of NIRDPR. She welcomed the chief guest Dr. T. V. Nagendra Prasad, Joint Secretary, Ministry of External Affairs (MEA), Government of India, New Delhi who delivered the valedictory address. The course director presented the course report to Dr. T. V. Nagendra Prasad. In his address, Dr. T. V. Nagendra Prasad stressed that the member countries should use the latest technologies like geo-informatics to solve many problems considering the local conditions. He stressed the need for alumni networking and usage of ITEC programmes as an essential component for future knowledge sharing.

All the participants felt that the training programme was useful for country level planning and execution of various rural development programmes. The course team included Dr. P. Kesava Rao, Associate Professor & Head, Dr. M. V. Ravibabu, Associate Professor, Er. H. K. Solanki, Assistant Professor (Sr.) and Dr. N. S. R. Prasad, Assistant Professor, CGARD.

Capacity building workshop on Impact Assessment of Rural Development Programmes in collaboration with J-Pal



Ms. Sohini Mukherjee taking a session on Impact Assessment of Development Programmes during the workshop

The National Institute of Rural Development and Panchayat Raj (NIRDPR) in collaboration with Abdul Latif Jameel Poverty Action Lab (J-Pal) jointly organised a capacity building training-cum-workshop on 'Impact Assessment of Development Programmes' during 27th–29th August 2019 at NIRDPR, Hyderabad. The programme was aimed at equipping faculty of NIRDPR and SIRDs with enhanced knowledge, appropriate skills for monitoring and evaluating with an emphasis on impact assessment of development interventions effectively.

The programme was inaugurated by Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR and coordinated by Dr. G. V. Raju, Professor and Head, Centre for Planning, Monitoring and Evaluation, NIRDPR.

The course objectives included (i) Building knowledge of designing an effective 'Theory of Change' and

its importance for monitoring and evaluation (ii) Expanding knowledge on development indicator and measurement theory (iii) Highlighting the strengths and weaknesses of different impact evaluation methods, with a focus on randomised evaluations (iv) Understanding the principles and steps of designing and conducting randomised evaluations (v) Understanding power, sample size calculations and post design challenges of randomised evaluations (vi) Understanding how to effectively integrate credible evidence from existing randomised evaluations into decision-making.

A total of 19 faculty from different centres of NIRDPR and SIRDs participated in the three-day long course with five member J-Pal course team led by Ms. Sohini Mukherjee.

The first day of programme covered basics of monitoring and evaluation techniques in general with special

emphasis on 'Theory of Change' (ToC), along with designing indicators for the programme. Different evaluation methods, randomisation designs by using multiple treatment arms along with techniques of randomisation, sample size and power calculations were the contents of sessions on second day. On the third and final day of the course, subjects like threats and its analysis during various scenarios of measuring actual impact of a programme and use of evidence-based progress measurement through monitoring techniques were discussed. On each day, the theoretical session was followed by a session of practical orientation, covering a few relevant case studies using case method technique. On the whole, the collaborative programme with J-Pal has immensely benefitted the faculty on monitoring and evaluation systems and more specifically in using the technique of RCT (Randomised Control Trials) in assessing the impact of a programme.

Three-day workshop on mobile filmmaking opens a plethora of options for budding filmmakers



Smt. Radhika Rastogi, IAS, Deputy Director General (2nd from right), NIRDPR interacting with the participants. Dr. W. R. Reddy, IAS, Director General, NIRDPR (1st row, 3rd from left) and Shri Sashibhushan, Financial Advisor (2nd from left), Shri Sunil Prabhakar, Resource Person (1st from left) and Dr. Akanksha Shukla, Associate Professor, CPGS&DE and Head, CDC (1st from right) are also seen.

The National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad in collaboration with the Vigyan Prasar unit of Ministry of Science & Technology organised a three-day National Workshop on Mobile Filmmaking from 23rd to 25th August 2019.

Welcoming Dr. W. R. Reddy, Director General, NIRDPR and other guests and participants at the inaugural session on 23rd August 2019, Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR, spoke about the importance of filmmaking as an effective medium in rural development. "By watching biographies, we get a crisp idea about the life of great luminaries, and these films leave a great impact on our lives. The Indian States have surpassed Hollywood in terms of the number of movies produced every year. There are few events in life which we cannot revisit, such instances should be filmed. The participants should utilise the opportunity to make the most out of it," she added.

Dr. W. R. Reddy, IAS, Director General, NIRDPR welcomed Shri Sunil Prabhakar and Shri Ritesh Taksande, the resource persons for the workshop. He remarked that people should always have a creative aspect in life. "They should try their hand at other professions to understand what

they are. Filmmaking is one such activity," he said and encouraged the students to actively participate in the event. He also urged them to record inspiring stories at the ground level in rural India, through the films.

India has 560 million active internet users, most of whom reside in the villages and now have access to affordable mobile data. In this context, amplifying the use of audio-visual content to share knowledge, best practices, and raise awareness on critical issues may be a sustainable and smart medium for Information, Education and Communication (IEC), he said.

Shri Sunil Prabhakar, technical trainer, who organises workshops for the United Nations, adding to this, pointed out that 97 per cent of internet users watch videos online. This reaffirms the opportunity that is presented before us, to reach to the masses by communicating through powerful films that resonate more effectively with the people.

Addressing the gathering, Shri Ritesh Taksande, a filmmaker from Pune, drew attention to the urgent need to create movies that promote science education.

Dr. Aryashree Debapriya, Associate Professor, Centre for PG Studies and Distant Education (CPGS&DE) in his vote

of thanks at the inaugural lauded the Department of Science and Technology, Vigyan Prasar and Director General of NIRDPR for creating such a platform.

The post-inaugural session and the next two days saw the resource persons - Shri Nimish Kapoor, Scientist E, Vigyan Prasar and Shri Santhosh Pandey, Senior Producer, ETV Bharat, Shri Sunil Prabhakar, and Shri Ritesh Taksande introducing various elements of filmmaking.

The students were taught the basics of filmmaking such as using camera shots, story approaches, script writing and film editing. Emphasis during the workshop was given to training them in handling pre-production, production and post-production using a smartphone.

The sessions covered by them included science communication: why and how, introduction to mobile science filmmaking, make the phone ready for filming, iPhone and android camera settings; using the native camera app -focus and exposure, tips for smart phone video, compositional elements & basics of videography, scene, shots with demonstration of camera and shooting, script for science films: think about visuals for every word of script, shooting of experimental film by the participants

in groups, third party camera apps: digital video basics, third party apps, advance control in other apps, video stability - with and without gear, introduction to audio gear, lens and lighting, video production –technical requirements before and during shooting, video production norms, basic video editing with smart phone, familiarising video editing apps – Filmora Go, Vloggit, iMovie, KineMaster, Luma Fusion; organising and trimming clips; basic video editing using FilmoraGo /Quik/Vloggit–trimming, organising clips, adding background music, record voice over narration, adding transition effects, using overlay and effects, creating titles, new age cloud-based applications for video production, review of shots on editing table to understand cuts and shot flows, etc.

On the second day, national award winning science films ‘Gharat: Revival of Watermills’ and ‘Naula: Water Temple of Himalayas,’ and IISF award winning film ‘Chilli’ were screened and the resource persons held discussions with the participants on various technicalities.

On the final day, the participants were divided into groups for producing short films using the training they received in earlier sessions.

At the valedictory of mobile filmmaking workshop held on August 25th 2019, Dr. Akanksha Shukla, Associate Professor, CPGS&DE and Head, CDC welcomed the dignitaries.

She further asked the resource persons Shri Santhosh Pandey, Shri Ritesh and Shri Sunil Prabhakar to share their feedback.

Shri Santosh Pandey opined he was glad that that the programme could trigger the creativity in participants. Showering praise on the participants for their attention, commitment and sincerity, he said they could learn a lot in making effective communication.

“You must get your thoughts organised and put it on a medium. Ensure that the message is communicated effectively. Now, you have understood the power of the medium and you have to take it to the next level to excel in your selected areas,” he added.

Shri Sunil Prabhakar said the event has helped the students and faculty to learn the techniques to communicate their messages using visuals. Further, he wanted them to master the art of transmitting information to the rural public.

Recalling the award-winning short film, ‘Artist’ Shri Ritesh pointed out that many are unaware of a multitude of issues faced by the rural and tribal population. He further wanted the participants to shed light on their plight through the techniques they learnt and emphasised the need of constant practice to chisel their skills.

This was followed by group-wise screening of short films on topics like

women empowerment, role of NIRDPR, etc., to assess the degree of assimilation of lecture sessions into practical production. Group members shared their experience and the experts pointed out short falls and areas requiring improvisation. They also made a quick analysis of the films and commented on technical aspects such as screenplay, sub-titling, streamlining thoughts, etc.

Summing up the activities, Dr. A. Debapriya, Associate Professor, CPGS&DE said the workshop gave him an opportunity to discover the creative side of the students, adding that the learning would help them a long way in sharing their messages to society as rural development practitioners.

He also mentioned the role played by Vigyan Prasara and their constant association with NIRDPR. Stressing the efforts taken to nurture the skills of students, he expressed his gratitude to Vigyan Prasara, especially Shri Nimish Kapoor.

Further, Dr. A. Debapriya and Dr. Akanksha Shukla honoured the resource persons with mementos. The programme came to conclusion with the resource persons distributing certificates to the guests. Vote of thanks was proposed by Dr. Akanksha Shukla.

Dr. Akanksha Shukla, Associate Professor, CPGS&DE and Head, Centre for Development Documentation and Communication coordinated the workshop.

Training programme on ICT Applications and e-Governance



Shri G. V. Satya Narayana, Senior Assistant Professor, CICT (1st row 5th from right) and Dr. Padmaja, DGM, NISG (1st row 4th from right) with the other participants of the training programme

The Centre for Information and Communication Technology (CICT) organised a training programme on “ICT Applications and e-Governance” during August 19th-23rd, 2019 at NIRDPR, Hyderabad.

Thirty officials from the targeted clientele representing Rural Development, Panchayati Raj, Zilla Parishads/Zilla Panchayats (ZPs), SIRDs, ETCs, DRDAs, Agriculture, Animal Resources, Education (SSA) and Water Conservation departments coming from 12 States across the country, namely

Bihar, Chattisgarh, Haryana, Jammu & Kashmir, Karnataka, Kerala, Maharashtra, Odisha, Rajasthan, Tamil Nadu, Telangana, and Uttarakhand participated in the programme.

The main focus of the programme was to sensitise functionaries of Rural Development, Panchayati Raj, ZPs, DRDAs, SIRDs/ETCs and line departments such as Agriculture, Animal Resources, Education (Samagra Siksha), Health Missions (NRHM), Water Conservation, etc., to the potential of ICTs and its applications, especially in Rural Development, Panchayati Raj, Agriculture, Health, Education, e-Governance, Mobile Governance, Geoinformatics for Governance, Digital India and providing skills in development of information systems.

Dr. W. R. Reddy, Director General, NIRDPR interacted with the participants. During the interaction, the Director General emphasised that the ultimate

goal should be to utilise ICT applications in such a way that they improve the service delivery to the rural poor. He also opined that the ICT applications should reach the grassroots and should be utilised for their benefit. He also felt that whenever new ICT applications are attempted for development, the existing applications should be explored for replication with required customisation instead of reinventing the wheel which will save lot of resources including time.

To provide better insights in to the potential of ICTs and e-Governance, in addition to topics relating to information systems development, e-Governance, e-Learning, Digital India, Geoinformatics. ICT applications in health such as Telemedicine by Care foundation Hyderabad, role of Internet of Things (IOT) and Wireless Sensor Networks (WSN) in precision agriculture, ICTs in Gram

Panchayat Development Plan (GPDP), Panchayat Enterprise Suite (PES) and Cyber Security were also discussed during the programme.

A visit to Centre for Advanced Computing (CDAC), Hyderabad was arranged as part of the programme to provide insight into Cyber Security, IOTs and its applications in agriculture and healthcare.

Shri Samir Goswami, Advisor (CICT) interacted with the participants and distributed certificates to the participants.

All the participants actively took part and made the sessions lively. The programme was well received and the participants expressed that there is a need for organising many such programmes. The programme was coordinated by Shri G. V. Satya Narayana, Senior Assistant Professor, Centre for Information and Communication Technology (CICT).

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