



राष्ट्रीय ग्रामीण विकास एवं
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TRAINING
& CAPACITY
BUILDING



RESEARCH
& CONSULTANCY



POLICY
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ACADEMIC
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INNOVATIVE
SKILLING
& LIVELIHOOD

Management Development Programme on Rural Development Leadership



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CASE STUDY: An Individual Can Make a Big Difference (Story from Ramanagara District, Karnataka)



The National Institute of Rural Development and Panchayati Raj has planned a series of Management Development Programmes on 'Developmental Leadership' for prospective district collectors. The overall objective of the programme is to sharpen the fundamental competencies of officers such as knowledge, skills, attitudes, values and other personal characteristics that are needed to drive superior performance in rural development sector.

NIRD&PR organised the third programme of the series from January 8 to 12, 2018. Senior bureaucrats, academicians and successful young entrepreneurs were invited as speakers to share their knowledge and experience to enrich the mindsets of young officials and motivate them to serve the society in a better way as responsible administrative officers.

Objectives:

- To ignite the minds of young IAS officers to fully utilise their postings in districts in various levels to work closely with people to get a better understanding of the system to formulate good programmes
- To motivate and equip the officials with the skills to use their full potential for the welfare of the people of the district
- To prepare those officials, who are in virtue of taking charge as District Collectors, to perform their duties in a better way.

The five-day training programme was accomplished under the direct supervision and monitoring of Dr. Gyanmudra. A total of 45 IAS officers from 14 States of the country participated in the programme. Dr. Gyanmudra formally welcomed the participants and presented an overview

of the training programme. She also gave a brief introduction about NIRD&PR and its various initiatives.

At the inaugural session, Shri Yaduvendra Mathur, IAS, Additional Secretary, NITI Aayog, delivered a speech on Indian economy and developmental challenges. He pointed out that there are significant variations in inter-state, inter-district growth rates and those districts lying behind need to focus more on holistic development. He shared that the Government of India has identified this gap and formulated a separate programme working closely with the 115 aspirational districts.

These districts were selected on the basis of transparent process and allocated to Ministries, NITI Aayog and Home Affairs to work closely with real-time monitoring mechanism in order to improve their status. He motivated all young officers to keep these facts in mind while discharging their



responsibilities and advised everyone to start quantifying whatever they are doing so that it can be tracked to achieve better results.

Further, Dr. Gyanmudra addressed the participants. Elaborating on the recent initiatives in rural development, she noted that the human development indicators of India are still low despite launching several programmes. "It is the responsibility of the District Collectors to bring convergence between the departments towards holistic development," she noted.

Shri Arun Jain, Chairman and MD, Intellect Design Arena Ltd., briefed about design thinking and its framework which would help the participants in developing the coping mechanism in the programmes.

The participants were further taken for a visit to the Rural Technology Park (RTP) to give them an exposure to various initiatives undertaken by the park for uplifting the life of rural people in aspects such as capacity building, rural employment generation and livelihood.

As part of the programme, a talk on 'Children's Rights and Role of District Collectors' by Nobel Laureate Shri Kailash Satyarthi was organised. During his speech, Shri Satyarthi shared some alarming issues that need to be addressed in India.

"Despite the country registering a remarkable progress, a large number of children are facing a multitude of problems. In India, around 250 million people are living in poverty and humiliation. According to recent studies, nearly 60 million children are not attending schools while around 40 million are working as child labourers. One child goes missing every minute and four cases of child sexual abuse are reported every hour. In fact, the children, who are being subjected to sexual abuse, are aged below 7 years in some cases," he said. He stressed that along with determination and integrity, the Collectors should adopt an innovative approach, involving other stakeholders and effective usage of

technology for creating awareness and monitoring programmes to fetch desired result. Shri Satyarthi further emphasised that the Collectors have highest authority of fulfilling the hopes and dreams of common people in their districts as they are easily accessible. He informed the participants that the Government of India is going to launch a new web platform called 'PENCIL' to record online complaints against child labour and exploitation, adding that the District Collector would be responsible for resolving the problems in a time-bound manner.

Dr. Sudhakar Varanasi, CEO, Co-Options Technologies, covered a session on large-scale interventions in health and briefed on the success story of evolution of EMRI in public-private partnership mode.

Dr. W. R. Reddy, IAS, Director General, NIRD&PR, covered an important session on Panchayati Raj in India. Sharing Panchayati Raj facts and figures, he highlighted the need of local governance to maintain democracy and shared fears on panchayats and possible mitigations. He emphasised on participatory planning as an entry point and a key strategy for strengthening decentralisation.

Shri Nagi Reddy, IAS, Election Commissioner of Telangana, interacted with the participants and asked them





to take-up participatory activities to generate ownership among people to derive better results from the government programmes. Ms. P Shylaja, President of village panchayat, also shared her experience in dealing with the Panchayati Raj system and best practices adopted for making her panchayat a model panchayat in the district.

Shri B P Acharya, Director General, Marri Channa Reddy Human Resources Development Institute, handled a session on various successful initiatives of the Government of Telangana like Intensive Household Survey, Mission Bhagiratha, Mission Kakatiya, Health Initiative, etc., which the participants can take as model to replicate in their own district/State.

He particularly focused more on Collector Dashboard, a single interface through which the District Collector can monitor the progress of various flagship programmes.

A field visit was organised to observe successful initiatives of Government of Telangana like Annapurna – ₹ 5 meal scheme (Hare Krishna Foundation), Mahaprasthanam, Phoenix Arena and to T-hub with an aim to learn and replicate it in their own districts/State.

Initially, the participants were taken to the Hare Krishna Foundation kitchen area where food was being prepared for Annapurna programme as well as to serve in Anganwadi centres. At the highly mechanised central kitchen, meals for about 50,000 people can be prepared within few hours, giving utmost priority to hygiene and taste simultaneously. Participants also interacted with the customers, who were having meal at the outlets by paying ₹ 5 with pride.

Further, the participants were taken to Vaikunta Mahaprasthanam, the eco-friendly crematorium site, which is ready for operation.

In a collective effort with the GHMC, the Phoenix Foundation has rechristened it as Vaikunta Mahaprasthanam and keeps it in a clean and efficient condition for the smooth conduct of cremations. The crematorium has end-to-end facilities and amenities under one roof such as regular and electric pyre, pujari (priest), ceremonial yard, flowers, restrooms, washrooms, water, ashes storage lockers, cold rooms, parking lot, book store, canteen, ritual items store, security, Wi-Fi-enabled viewing, vehicle transportation, etc.

The participants were then taken to T-Hub, India's largest incubator for start-ups. Participants learnt how this system is encouraging the young entrepreneurs

to come up with ideas and hand-holding support to take-up the ventures.

Shri Somesh Kumar, IAS, Principal Secretary, Commercial Taxes and Excise, handled an inspiring session on 'Innovations and Improvisations in Administration'. He shared some of his successful initiatives during his tenure in various levels starting from PO, ITDA, Paderu to GHMC Commissioner detailing the support and hurdles he confronted while taking up the innovate programmes.

Shri Somesh Kumar motivated the officers to utilise the issues and crisis situation as a base to innovate and improvise things. He noted that partnering with the NGOs, staff association, etc. is vital to make any programme successful. Dr. Sriram, Professor, IIM Bangalore, handled a session on 'Inclusive Finance' and shared his experience in micro-finance sector, evolving SHGs and impact of micro-finance agencies created in development world.

Shri Hari Kishore, CEO, Kudumbasree, shared a session on managing the challenging roles. He briefed that integrity, conviction, continuous monitoring and enthusiasm are the qualities required to perform efficiently as a District Collector. He cited web-based monitoring as an effective tool to track the progress of measures.



Shri Pradeep Lokhande, CEO, Rural Relations, covered the session on rural marketing. He highlighted one of their initiatives – GyanKey - world's largest reading initiative, to keep regional languages alive.

On the final day, Shri Sumit Bose IAS (Retd.) and J. K. Mohapatra IAS (Retd.) interacted with the participants. Shri Sumit Bose elaborated the Panchayati Raj system and the need to build capacities of the staff for better understanding of the programmes to achieve desired result.

Shri J. K. Mohapatra felt MGNREGA leveraged the resources for excellent development of Fisheries and Horticulture sectors and also paved way for the convergence of department/programmes for better results. Shri Mohapatra emphasised that District Collectors should ensure easy availability of entitlements to the rural population. "Steps should be taken to enable them to avail these entitlements as their rights," he added.

Shri V. Bhaskar, IAS (Retd), handled a

lively session on understanding the role of the District Collector. "There exists rise in inequalities among people. During their tenure, Collectors have to confront various challenges, which needs to be addressed with utmost commitment and transparency," he said.

Shri Amarjeet Sinha, Secretary, Rural Development, Government of India, addressed the valedictory session and discussed the issues related to transforming India. Seeking feedback from each of the participants over the programme, he asked them to use the learning/suggestions while discharging their day-to-day responsibilities to emerge as a successful administrator.

At the conclusion of the training programme, the participants were given course certificate and memento by Shri Amarjeet Sinha and Dr.W.R. Reddy.

Dr. Gyanmudra thanked the officers for their active participation in the training programme and making it a grand success. She wished that the ideas and learnings out of the training programme would definitely help the officers in their current as well as future positions to serve the people better.

- Dr. Gyanmudra

Prof. & Head,
Centre for Human Resource
Development

National Colloquium of Secretaries



The National Colloquium of Secretaries of RD&PR and Heads of SIRD&PRs for the year 2017-18 was held at NIRD&PR on January 12 and 13, 2018. It was aimed at identifying the training and research requirements of the development programmes so that the calendar of activities can be planned and fine-tuned accordingly. The objective was also to review and share the programmes and experiences, including best practices of the States, SIRD&PRs and NIRD&PR and to take stock of issues related to institution building in terms of infrastructure development, faculty requirements, networking with extension training centres and other institutions, etc. In addition, the recommendations of Sumit Bose Committee on performance-

based payments for better outcomes in rural development were also discussed. As part of need assessment, presentations by the senior officials of the programme divisions of Ministry of Rural Development (MoRD), Ministry of Panchayati Raj (MoPR) and Ministry of Drinking Water and Sanitation were made. The attempt was to assess the expectations from NIRD&PR, SIRD&PRs and ETCs to facilitate effective management of their respective programmes in the context of ongoing scenario changes and priorities.

The colloquium was inaugurated by Shri Amarjeet Sinha, Secretary, Ministry of Rural Development, Government of India. Shri Sumit Bose, the former Finance Secretary, Government of India and



Shri J K Mohapatra, former Secretary, Ministry of Rural Development, Government of India and members of the Performance-based Payment Committee were present as special invitees. Dr. W.R. Reddy, IAS, Director General, NIRD&PR, presided over the function. The Joint Secretaries, senior officials of Programme Divisions of Central Ministries, the Secretaries and senior officers of State Rural Development and Panchayati Raj Departments of Andhra Pradesh, Assam, Arunachal Pradesh, and Telangana, heads and faculty members of SIRD&PRs, faculty members, officers and State Link Officers (SLOs) of NIRD&PR also attended the colloquium.

NIRD&PR Director General Dr. W. R. Reddy, IAS, in his welcome address, highlighted the importance of the event in providing direction to the research and training perspective of SIRD&PRs and NIRD&PR for the ensuing year. Dr. Reddy observed that the training activities of the institutions should be productive and add value to programme implementation of Ministries and line departments of States. He noted that it is necessary to ensure that training and capacity building initiatives align with the perceptions and the approach of the Ministries.

Delivering the inaugural address, Shri Amarjeet Sinha, Secretary, Rural Development, Government of India, dwelt upon the status of ongoing programmes of the Government and also the new initiative – Mission Antyodaya. He referred to the achievements and impact that the programmes have made

in improving the quality of life of rural poor and delineated the modalities and mechanisms for way forward. He also touched upon the role of SIRD&PRs, NIRD&PR and other institutions in capacity building and research vis-à-vis the development initiatives.

He had all praise for the contributions of training institutions, but, for which the programmes would not have been successful. In this regard, he referred to the key role of SIRD&PRs and ETCs in training of barefoot engineers evolving as frontline technicians and functionaries on GPDP. He hoped that the decision of the Government of India to increase the faculty strength from the existing five members to seven will make the SIRDs vibrant.

Drawing attention of the participants to the Sumit Bose Committee Report, he said that the committee has examined human resources issue in detail and the recommendations would go a long way in improving the quality of implementation of programmes.

Shri Amarjeet Sinha dealt with the approach and features of Mission Antyodaya, the status and the way forward. "In this journey, capacity building and role of SIRDs assume importance. Programmes for capacity building should work in a manner that the objective of transformational change in the village panchayats and clusters planned under the initiative are fully prepared for," he said.

The Secretary touched upon the present context of rural development and agrarian distress and the impact made by various initiatives. He also referred to the growth witnessed in bank linkages under NRLM, thanks to the trust the banks had shown on SHGs and their federations. "It is an opportunity to make use of this enterprise model to move further," he said and observed that technology transfer would not have been possible without trainings of functionaries.

"With the trainings imparted by NIRD&PR & SIRD&PRs, three lakh frontline functionaries can do digital payment and geo-tagging of assets. Solid Waste Management is another area which the SIRD&PRs can take up as part of capacity building programmes," he said.

The Secretary also emphasised on the development of backward districts and the need for capacity building of the functionaries of these districts. The development of urban clusters was also highlighted in the course of address. He indicated that the Prime Minister Rural Development Fellow (PMRDF) is being revised so that professionals are posted in the backward district for a period of not less than three years. Further, he referred to the additional features of Diksha portal in order to help trace the performance of the programmes right from village panchayat level. "The aim is to see that all programmes are executed in one go by October 2018 and put in public domain so that it will help to have accountability of everyone in the system," he said.

In conclusion, the secretary observed that more efforts are needed in capacity building, given the directions of the programmes. He called upon the delegates from SIRD&PRs to feel free to think through what is set out to be done and articulate the requirements as the Ministry is determined to strengthen the institutions. The training institutions may specifically indicate the kind of strengthening and hand-holding they are looking for, he said.

On the occasion, manuals on Certificate Course on Internal Audit developed by the MoRD in collaboration with the Institute of Internal Audit and PRI-CBO Convergence Toolkit and Facilitators' Manual for Community Professionals for Convergence developed by Kudumbashree of Kerala Government were released.

As mentioned earlier, the operationalisation of Sumit Bose Committee recommendations formed

that the whole effort was to strengthen the panchayats and their capacity building given the activities and the intended outcomes of development programmes. The focus was on equipping the panchayats to do the core functions viz. civic services delivery, welfare and local development, which are also mandated by the 14th Finance Commission. He noted that unless these functions are improved, others will not be effective. Shri Mohapatra noted that the Committee recommended key segments for important functionaries at village panchayat level, which would be workable and tried for financeable solutions to be acceptable by the States.

As part of assessment of training needs emerging under different developmental programmes, the senior officials of the programme divisions of Central Ministries shared their reflections on the status of the ongoing initiatives and training and capacity

involved in the convergent projects were presented. Besides, he outlined the key outcomes of the convergence project in 16 partner States and Mission Antyodaya PRI-CBO convergence.

In the group discussions that followed, issues relating to institutional management and training calendar for the ensuing year were deliberated upon. They include HR Policy for SIRD&PRs, funding and central sector scheme – revised guidelines, strengthening of ETCs and networking, training calendar of States/SIRD&PRs/ETCs: 2018-19, master trainer needs of SIRD&PRs and off-campus programmes of NIRD&PR at SIRD&PRs and support needs of SIRD&PRs from NIRD&PR. Groups were formed consisting of representatives of SIRD&PRs, State Link Officers (SLOs) and faculty of NIRD&PR. The recommendations of the groups were presented and action points for way forward were discussed.



one of the items of the Agenda of the Colloquium. Director General and Prof. Jyothis of NIRD&PR made a presentation on the work that was initiated as part of operationalisation of the recommendations. As part of it, the findings of the rapid study undertaken by NIRD&PR in selected gram panchayats in each State focusing on processes in preparation of budget, status of quality of GPDP and the process followed in preparation of GPDP were shared.

Shri Sumit Bose, Chairman of the Committee, highlighted the salient features of the report, the rationale and the way forward for operationalisation of the recommendations. He emphasised

building requirements. Presentations were made indicating an overview of the salient features of the programmes, extent of achievement of results, and challenges and the requirements for enhancing the competencies of the functionaries at various levels. Based on the review of the programmes, expectations on the training institutions in terms of areas / themes for capacity building, target groups and coverage as part of the training programmes, etc., were indicated. Besides, the salient features of Kudumbashree Programme of Government of Kerala and the collaborative PRI-CBO Convergence project in NRLM were shared. The processes and phases and activities

Dr. W.R Reddy, in his observations on the group reports, emphasised upon the huge responsibility of training institutions in transforming India through rural development. He requested the SIRD&PRs to finalise their training calendar and research activities for ensuing year. He also extended full support from NIRD&PR to all SIRD&PRs and expected that NIRD&PR and SIRD&PR will work together as one entity.

The programme was coordinated by Dr. Rajesh K. Sinha, Assistant Professor and Dr. V.K. Reddy, Adjunct Faculty of Centre for Research, Training Coordination and Networking (CRTCN), NIRD&PR.



Former RBI Governor Dr. D. Subbarao Delivers Special Lecture at NIRD&PR

Former Reserve Bank of India (RBI) Governor Dr. D. Subbarao, IAS, delivered a special lecture on 'Reserve Bank of India – Making a Difference to Everyday Lives' at NIRD&PR under the aegis of S.R. Sankaran Chair. NIRD&PR Director General Dr. W. R. Reddy, IAS, presided over the function. Dr. W.R. Reddy said that funding is very crucial for rural development. "Though large number of initiatives are going on, the rural ecosystem is still craving for funds," he noted.

Dr. D. Subbarao discussed several aspects related to the functioning of RBI in shaping the lives of the citizens. He highlighted several important activities of RBI such as printing and distributing currency, formulating monetary policy, regulating and supervising financial institutions and playing a pro-active role in financial inclusion of poor. He said that the monetary policy aims to ensure price stability (low and steady inflation) and maintain balance between the rate of interest and economic growth.

"In a country like India, supply-side constraints are important for inflationary pressure (unlike the developed

countries, where demand-side factors are important)," he said. During the lecture, he also mentioned the demonetisation drive initiated by the Union Government. "The main objectives of demonetisation include curbing of black money and reduction of cash-intensive transactions. In the long term, demonetisation will benefit the economy in several ways such as changes in the saving of physical assets to financial assets, digitisation of transaction, and transparency in transaction. It will have a positive impact on investment and growth. In any case, it has been costly and painful to millions of

people in the short run," Dr. D. Subbarao said.

He emphasised the need for increasing the number of poor in financial inclusion process of the country. "For the poor, access to credit, insurance and quick transfer of money from their workplace to home at low cost are important. Financial institutions have to learn about the sociological and psychological behaviour of the poor and their planning of cash balance in order to design policy to smoothen the financial inclusion with a wider scale," he added.





Hon'ble Union Minister of Rural Development, Panchayati Raj & Mines Shri Narendra Singh Tomar Visiting NIRD&PR

NIRD&PR EVENTS



Dr. W.R. Reddy, IAS, Director General, NIRD&PR Addressing the Employees



Republic Day



National Girl Child Day Programme at NIRD&PR



during the New Year Get-together; (right) Releasing the NIRD&PR Calendar for the Year 2018



Celebrations at NIRD&PR



Regional Training Programme on Good Governance in Rural Development Flagship Programmes

The Centre for Good Governance and Policy Analysis (CGGPA), NIRD&PR, organised a Regional Training Programme on 'Good Governance in Rural Development Flagship Programmes' from January 29 to February 2, 2018 at BRAIPRD in Kalyani, West Bengal.

Flagship Programmes

According to Twentieth Century Chambers Dictionary (1999), flagship means the ship that carries and flies the flag of the fleet commander. The Draft Annual Plan 2013-14 of Government of India defines the flagship programmes as the programmes that are aimed at building rural and urban infrastructure and providing basic services with the objective of increasing inclusiveness and reducing poverty. The ultimate objective behind flagship programmes is to achieve broad-based improvement in the living standards of people and to ensure that the growth is widely spread so that its benefits, in terms of income and employment, are adequately shared by the poor and weaker sections of the society, especially the Scheduled Castes, Scheduled Tribes, Other Backward Classes and Minorities. Flagship programmes are Centrally-sponsored schemes, which are implemented by the State government agencies, but largely funded by the Central government with the definite State governments share (Planning Commission 2011).

Governance consists of the traditions and institutions by which authority is exercised in a country. This includes the process by which governments are selected, monitored and replaced; the capacity of the government to effectively formulate and implant policies; and the respect of citizens and the state for the institutions that govern economical social interactions among them. Good governance is accordingly associated with accountable political leadership, enlightened policy-making and a civil service imbued with

a professional ethos. The presence of a strong civil society, including a free press and independent judiciary, are pre-conditions for good governance. Good governance is a concern if a society is in possession of the political, legal and administrative institutions that make it possible to enact and implement policies. Flagship programmes are the major policy approaches of rural development. The implementation of these programmes requires institutional reforms. Most of the flagship programmes rely on pre-existing institutional arrangements and procedures which are the major cause of setback in achieving the desired goal.

Governance Issues

Governance issues are categorised mainly into two types: public governance issues and private governance issues. Public governance issues include red-tapism, lack of awareness of quality as a key cultural value, reckless spending, misconduct, technology advancement, leakage of government information, etc. Bureaucratic layers, accountability, governance standard, safety and health issues for the workforce at the workplace, violation of any law or regulation and increasing rate of white-collar crimes are the major private governance issues.

Challenges to Good Governance

Corruption, globalisation, political intervention, reach of public education, eliminating conflict of interest, boosting fraud prevention, extremism, privatisation and workplace deviance are major challenges to good governance.

The Regional Training Programme on 'Good Governance in Rural Development Flagship Programmes' aimed at addressing the following objectives:

- To discuss the need and concept of Good Governance
- To generate knowledge of existing mechanism and process of best practices in implementation of flagship programmes

- To analyse the issues and challenges in implementation of flagship programmes
- To improve the skills of the participants on different mechanisms for addressing the issues and challenges in proper implementation of flagship programme

The training programmes focused on following modules:

- Good Governance: A disciplinary transformative concept
- Good Governance leads to best practices such as transparency, accountability and better service delivery
- Emergence of flagship programmes
- Convergence issues in implementation of flagship programmes
- Flagship programmes - role of e-Governance in effective implementation

The training programme intended to cover different topics related to 'Good Governance in Rural Development Flagship Programmes' such as scope and concept of good governance, role of flagship programmes in rural development, issues and challenges in implementation of the flagship programmes, e-Governance for improved service delivery, tools and techniques to address the issues and challenges of good governance, demand-side good governance – citizen report cards and community score cards and pradhan Mantri Awaas Yojana - Gramin (PMAY-G)

- governance issues and challenges, with the assistance of subject experts.

Contents of the training programme were delivered through a judicious mix of lecture-cum-discussion, role playing, debate, hands-on training on demand-side Good governance – citizen report cards and community score cards tools, group exercises and presentations by groups. Upon completion of the classroom teaching of each tool, field tests were carried out.

In total, 33 participants from different parts of the West Bengal, two from Madhya Pradesh and one from Punjab along with officials from panchayats and Rural Development Department, Government of West Bengal and NGO partners attended the programme. On final day, participants made a presentation based on their training and learning from field visits, especially focusing on the Pradhan Mantri Awaas Yojana – Gramin (PMAY-G) programme along with convergence departments [MGNREGS, Pradhan Mantri Ujjwala Yojana (PMUY), SBM-G, Deen Dayal Upadhyaya Gram Jyoti Yojana (DDU-GJY)] implementation governance issues and challenges captured through using the Citizen Report Card (CRC) tools.

Dr.K.Prabhakar, Assistant Professor, Centre for Good Governance and Policy Analysis (CGGPA) organised this five-day off-campus regional training programme.



The S.R. Sankaran Chair (Rural Labour) at NIRD&PR organised a two-day national seminar on "Land Market and the Rural Poor" on January 18 and 19, 2018. The main objectives of the seminar were to assess the progress, identify the bottlenecks and explore the ways of improving the access to land resources of rural poor that aim at empowering them to deal with different stakeholders/institutions and improving their livelihoods.

The inaugural session was chaired by Prof. R. Radhakrishna, Chairman, S.R. Sankaran Chair, Advisory Committee. The inaugural address was delivered by Prof. Y.K. Alagh, Chancellor of Central University of Gujarat in absentia. On his behalf, Dr. Kailash Sarap read the inaugural address.

The seminar comprised six technical sessions. The first technical session chaired by Prof. Alakh N. Sharma, Director, Institute of Human Development, New Delhi, comprised three



paper presentations. The session focused on access to land and land rights and its role for achieving efficiency and equity in the context of rural and agriculture development and hence, improving the livelihoods of the rural poor. The second technical session was chaired by Prof. D.N. Reddy, former Chair Professor, S.R. Sankaran Chair, and comprised four paper presentations. The focus of the session was on improving women's access to land rights. There was consensus among the presenters and the discussants that there is a direct and positive relationship between women's right and access to land and gender equality, economic empowerment, food security and poverty eradication.

The third technical session was chaired by Prof. Sucha Singh Gill, former Director General, Centre for Research in Rural and Industrial Development (CRRID), Chandigarh. There were seven paper presentations. The focus of the session was the changing land ownership structure in various States and functioning of land market. The fourth technical session was chaired by Prof. Deepak K. Mishra, Professor, Centre for Studies in Regional Development, Jawaharlal Nehru University and it comprised six paper presentations. This session included discussion on a number of issues, including land acquisition and its related aspects, and alienation of land in tribal areas.

The fifth technical session was chaired by Prof. Judith Heyer, Emeritus Fellow of Somerville College and an

Honourary Associate of Queen Elizabeth House, University of Oxford and it comprised three paper presentations. The session focused on ways to improve access and control of land of rural households for their gaining secured and sustainable livelihoods.

The final technical session, chaired by Prof. M. Thankaraj, former Professor, Dr. Ambedkar Centre for Economics, University of Madras, consisted of two paper presentations. The focus of discussion was to account for the progress of digitisation of land records in different States in India. It also highlighted the advantage of digitisation of land records in order to provide hassle-free land records to the actual owners with a view to minimising land-related conflicts and improving the access to credit markets.

Prof. Nancharaiiah, former Dean of School of Economics, University of Hyderabad chaired the valedictory session. The valedictory address was delivered by Prof. T Haque, Chairman, Land Policy, NITI Aayog. It was followed by vote of thanks by Dr. Kailash Sarap, Professor, S.R. Sankaran Chair.

Around 30 delegates, including distinguished scholars such as Prof. Ritu Dewan, Vikas Rawal, Geetha Kutty, G. Omkarnath, and prominent young researchers, representatives from civil society organisations and ex-administrators working and practising on issues relating to land markets and the rural poor, participated in the deliberations at the seminar.



International Training Programme on Sustainable Agricultural Strategies for Rural Development

A common feature of all developing countries is the dependency of majority on agriculture which is not in a position to sustain their livelihoods. Advocacies for dependency on multiple livelihoods by the rural people have been resonating world over, but the path towards it remained a black hole. While technology is vital in improving the productivity of crops, it is also important to look at the economical and sociological spin-offs of technology while translating it to the field. The conceptual understanding of Rural Development is therefore, important wherein social sector development and agriculture development are horizontally linked with community-based institutions.

In this context, an international training programme on 'Sustainable Agricultural Strategies for Rural Development' was conducted by the Centre for Agrarian Studies of NIRD&PR for senior practitioners and policy makers of developing countries. A total of 25 international delegates, representing 19 developing countries that were part of ITEC-SCAAP programme, sponsored by Ministry of External Affairs, GoI., attended the programme. The main objective of the programme was to promote cross-learning experiences and translating them to country-specific action plans on sustainable agriculture practices. The programme was covered in three modules with a focus on exposure visits to the best practices.

In the module on 'Implementation of RD Programmes in India', the sessions on Rural Infrastructure and Sanitation, Local Self-government Institutions, MGNREGA,

SHG Concepts and Implementation, and linking their livelihoods through NRLM were covered. Following these sessions, the participants were taken for exposure visits to Jangaon and Hazipally villages, where they witnessed the activities for women empowerment and how they have been translated to livelihood development in general and village development, in particular.

The module on 'Sustainable Agriculture in India – Concepts and Processes' covered the sessions on Rainfed Agriculture Situation in India, Watershed Programmes in India, Dryland Agriculture Innovations and Technological Developments, Role of Gender in Agriculture Mechanisation and Value Chain Analysis.

In the final module on 'Institutions for Sustainable Agriculture and Rural

Development', the focus was on the institutions in Agriculture, Farmer Producer Organisations and emerging Farmers' Institutions in the country. The participants were also taken on an exposure visit to the government and non-government institutions such as Central Research Institute for Dryland Agriculture (CRIDA), Centre of Excellence, Telangana State Horticulture Department and Centre for Sustainable Agriculture (CSA).

As a follow-up of classroom sessions and local exposure visits of all the three modules, the participants were taken for a five-day study tour to Bengaluru, Mysuru and Kodagu districts of Karnataka where they witnessed various aspects of sustainable agriculture viz. integrated farming, organic farming, peri-urban farming, sustainable input production, sustainable value chain





activities, etc. The visit to a successful Women Cooperative at Kodagu district, i.e. Nature's Best Women Cooperative, was interesting as it has been undertaking

value-addition activities of more than 100 products for the income generation.

The participants were divided into four groups and these groups were

made to analyse/compare and present the Indian situation with their respective countries on every best practice they have observed. A compilation of all their presentations helped them to come out with a report on action plan, specific to their country, which they submitted at the end of the programme.

The programme concluded with the feedback from participants and valedictory remarks of Dr. Debbie Castle and Mr. David Fletcher of People Development Ltd., Canada. The training programme was organised by Dr. Ch. Radhika Rani, Associate Professor and Head (i/c) and Dr. Nithya VG, Assistant Professor, CAS.



Workshop on Co-creating Learning for 2020 – Shifting Our Practice

The world is changing and with it the context for all our training and facilitation work. We need to take training out of the box and continuously catalyse shifts in our own practice so that what we do will make a difference for others. We need to work radically with others to disrupt the mundane, and co-create approaches to learning that transform the systems we work within. With this backdrop, a three-day workshop was organised to provide the space to share and critically reflect with other experienced training practitioners and process facilitators to shift our practice for the world of tomorrow.

The workshop was held at NIRD&PR in collaboration with Andhra Pradesh Mahila Abhivruddhi Society (APMAS) and co-facilitated by Dr. Debbie Castle and Mr. David Fletcher of People Development Ltd., Canada. Dr. Debbie is an experienced learning specialist who designs transformational experiences for individuals, organisations and multi-stakeholder groups, whereas Mr. David Fletcher has over 30 years of experience in designing and facilitating learning experiences for community development and social change practitioners, educators and managers.

Twenty participants, including representatives of various NGOs and faculty members of NIRD&PR attended the programme. The three-days reflection workshop covered different kinds of co-learning systems, co-designing innovative learning sessions, co-facilitating learning culture shifts, reflecting on shifts in our practice and collective reflection for collective impact to build different kinds of experience in training and facilitation. The programme was coordinated by Dr. Ch. Radhika Rani, Associate Professor and Head (i/c) and Dr. Nithya V.G, Assistant Professor, Centre for Agrarian Studies.

Review Meeting of UN Women Project at NIRD&PR



The Centre for Gender Studies and Development of NIRD&PR in collaboration with the UN Women organised a review meeting of project partners (selected SIRD&PRs and NIRD&PR) for the project 'From Opportunities to Capacities: A Multi - Sectoral Approach to Enhance GRG' on January 10, 2018. The meeting was conducted to take stock of activities, achievements, challenges and learning during the implementation of the project. This review meeting provided a platform to share, reflect and discuss possibilities of sustaining gender mainstreaming efforts even after the end of the project.

The meeting was attended by the Nodal Officers and State Project Officers attached to the UN Women Project. NIRD&PR was represented by Dr. N V Madhuri, Associate Professor, CGSD, and her team. The entire Governance Unit of UN Women, Delhi, led by Ms. Navanita Sinha (Programme Specialist, Governance) also took part in the meeting. Ms. Sarojini Ganju Thakur, IAS (Retd.) and Senior Consultant, UN Women, presided over the meeting. Two consultants, Ms. Mini Thakur and Ms. Dharmistha, presented their findings from the studies conducted on Gender

Responsive Governance as part of the project. Ms. Priya Das, another consultant, joined the meeting over Skype and presented her study.

The sharing of experience by SIRD&PRs gave rich insights into the working of gender responsive governance on the ground.

A brief summary of the key findings of the studies presented during the meeting is given below:

An Assessment of Elected Women Representatives (EWR) in Panchayati Raj Institutions, 2016-'17: by Ms. Mini Thakur of Kaarak.

This study has shown that the key barriers to effective functioning of EWR are unpaid domestic work, financial dependency on men, lack of knowledge about public schemes and existing gender norms. Women from socially marginalised groups face maximum challenges in exercising their power as EWRs.

Leveraging Panchayat Resource Centres (PRC) for Gender Responsive Governance by Ms. Priya Das

The study looked at not only the PRCs under the RGPSA but also the ones

under other governmental and non-governmental initiatives. The study found that PRC is being used merely as an infrastructural extension for capacity building and training without any focus on social issues and strengthening of women participation.

Gender Responsive Local Democracy in India: Understanding Implications of Fourteenth Finance Commission (FFC) and Gram Panchayat Development Planning (GPDP): by Ms. Dharmistha Chauhan.

The study was conducted in six project States viz. Telangana, Andhra Pradesh, Karnataka, Rajasthan, Madhya Pradesh and Odisha. It was found that complete devolution is yet to happen at the grassroots level. Further, the gender goal is missing in the vision exercise of GPDP. In capacity building, the focus is more on Panchayat officials than on the EWRs.

The meeting concluded with a commitment on the part of all project partners to take forward a gender responsive approach to local governance through their respective institutional spaces.

Off-campus Training Programme on ICT Applications under PMAY (AawasSoft & PMFS)

The Centre for Information and Communication Technology (CICT), NIRD&PR, organised an off-campus training programme on 'ICT Applications under PMAY (AawasSoft & PMFS)' from January 10 to 12, 2018 at Haryana Institute of Rural Development (HIRD), Nilokheri. Sixty officials, including five women and majority representing Rural Development, Panchayati Raj organisations and Zilla Parishads, participated in the programme.

The main objective of the programme was to orient functionaries of Rural Development, Panchayati Raj, ZPs/DRDAs, SIRDs/ETCs and line departments to the potential of ICTs and its applications, e-Governance, Digital India, and IEC and utilisation of Socio Economic Caste Census (SECC), for the effective management of Rural Development programmes, specifically PMAY with AwaasSoft & PMFS.

To meet the above objectives, application of ICTs for e-Governance services in various sectors such as PMAY, MGNREGS, citizen-centric services, Public Financial Management System (PFMS), Socio Economic Caste Census, in addition to topics relating to IEC, were discussed.

To understand the better practices in the State of Haryana with respect to PMAY implementation, a field visit to Bhadso village in Karnal district was organised. The participants



interacted with the beneficiaries of the PMAY in particular, and other development activities taking place in the village of Bhadso. The participants expressed gratitude to the Director General, NIRD&PR for providing this opportunity.

The participants got their doubts clarified regarding the utilisation of AwaasSoft, SECC data for implementation of PMAY and PFMS for fund management by various stakeholders. They expressed the need for organising such programmes in future.

The programme was conducted by Shri G V Satya Narayana, Senior Assistant Professor, Shri Partha Pratim Bhattacharjee, Assistant Professor, Centre for Information and Communication Technology (CICT), NIRD&PR and Dr. Anshu Parashar, Assistant Professor, HIRD, Nilokheri.



CASE STUDY: An Individual Can Make a Big Difference (Story from Ramanagara District, Karnataka)

It might be surprising for those who are not following the physical progress of Swachh Bharat Mission (Gramin) - in terms of construction of Individual Household Latrine (IHHLs) - to know that the number of latrines constructed in the last 36 months has far exceeded

the number we could construct in the last 30 years. Nearly 79 per cent of rural households in India today (as on February, 2018) have toilets. It may be noted that the toilet coverage stood at around 38% at the start of the Swachh Bharat Mission-G in October, 2014. As

on February 2018, there are 314 open-defecation-free (ODF) districts in the country. The State of Karnataka alone has 18 ODF districts and Ramanagara is one among them. The following report narrates the determination displayed by a Chief Executive Officer (Ms. Latha)



to put Ramanagara on the fast track to achieve the ODF status by constructing over 65,000 toilets in less than two months' time.

As per the baseline survey held in 2012, Ramanagara district had a total of 1,68,966 rural households, out of which 43,122 alone had toilets. The construction of 1,03,698 individual household latrines was completed by July, 2017 through SBM (G) and other schemes. As per the plan made at the district level, Ramanagara district was aiming to achieve the ODF status by December 17, 2017.

Ms. Latha assumed charge as the CEO of Ramanagara on August 9, 2017. The 'mission' to fetch ODF status for Ramanagara was launched following a meeting involving the CEO and the Principal Secretary of the State. During the meeting, the Principal Secretary had casually asked the CEO when she was planning to achieve the ODF status for the district. "If Ramanagara can achieve the ODF status by August 15, then it will be a great day to make a declaration," the Principal Secretary suggestively added. The Principal Secretary asked whether the CEO could accomplish the mission by October 2, 2017. Ms. Latha accepted the challenge, fully aware of the mammoth task.

The next day, the CEO called a meeting of all SBM (G) staff at the district and blocks. During the interaction, she put forth a four-pronged strategy:

- (i) Increase the number of staff working at operative levels in the blocks and in village panchayats, pooling human resources from various departments of the district
- (ii) Brand the mission with a new local name - "Namma Nadige Shauchalayadha Nirmanadha Kadege" - means 'a walk towards construction of toilet' (with a special drive from August 21 to 27, 2017 to popularise the mission)
- (iii) Create a facilitative supply chain mechanism that enables uninterrupted availability of skilled labour and construction materials,
- (iv) Fully involve the households by promising the beneficiaries that the post-construction incentive shall be released within three days after construction.

She realised that without sufficient number of functionaries at the operative level in the field, it would not be possible to meet the deadline. Nodal officers were drawn from other departments and each officer was given the responsibility to cover 5 to 6 village panchayats. Executive officers were deputed in every block/taluk and in addition, each taluk-level Nodal Officer was given

charge of two village panchayats. The Panchayat Development Officers (PDO) ensured the participation of all stakeholders at village panchayat level such as Secretary/Accounts Assistant, Bill Collector, Watermen, Elected Representatives, Anganwadi Teachers, Asha Workers, PHC Doctors, School Teachers, besides local leaders and NGOs. Thus, within 10 days of assuming charge, she equipped the capacity of the district gaining a firm grounding that can enable achieving IHHL coverage in every village panchayat of Ramanagara district.

The CEO launched an ODF drive branded as 'Namma Nadige Shauchalayadha Nirmanadha Kadege' Saptaha from August 21 to 27, 2017 in the entire district and spread the message across all villages in the district. In the same week, there were three holidays (including a Sunday) due to the 'Gouri Puja'. She made an appeal to all functionaries concerned - from district to village panchayat level - to engage in the field work along with her, keeping the mission in their mind. The CEO added that the holidays would be compensated after achieving the mission. She requested all the government functionaries to visit the beneficiaries' houses and pass this message: 'In this holy day of Puja, every household must own a toilet and everyone, who understood the importance of toilet, must convince others to construct one'.

Villagers were really enthused to see government employees keenly visiting houses and explaining the inmates about construction of toilets and their benefits. The regional newspapers gave wide coverage to the initiative and the campaign received ample support from the media. The campaign kept all the government functionaries engaged as they communicated with people, coordinated meetings and arranged supplies in coordination with the members of the PRIs and SHGs. The CEO's office monitored daily progress through a WhatsApp Group. This kept blocks and panchayats compete with each other to report progress. Day-to-day issues were sorted out promptly.

On August 27, 2017, the drive was completed. During this one-week period, only 11,470 toilets were fully completed whereas 247 villages and 12 village panchayats achieved 100 per cent toilet coverage. Efforts were further put in to keep the momentum up. On August 28, 2017, the Principal Secretary held a video conference with the officials of all districts. While the turn of Ramanagara

district came up, the CEO shared the progress of the SBM (G) and the efforts to achieve it. The drive received high appreciation from the Principal Secretary and she asked whether any support is needed. The CEO requested that the district requires nearly ₹ 16 crore to pay the subsidy to beneficiaries so as to maintain the speed of the work. Within two days, the district received ₹ 10 crore. The beneficiaries, who completed construction, got their incentive money on time and this prompted the laggards to increase the pace of toilet construction works. On October 2, 2017, Ramanagara district was declared as ODF - well ahead of the originally set target of December 17, 2017.

In a ceremony conducted to declare the ODF status and to felicitate those who worked for it, the CEO received high appreciation from all stakeholders, including the Principal Secretary to Government of Karnataka, RDPR, RDPR Minister and also Hon'ble Chief Minister, who declared the district ODF.

The CEO shared her experience and thought process with this study

team while accepting the challenge of constructing 65,000 toilets in less than two months' time.

"Be it one toilet or 1000 toilets, I felt that the construction work must practically require the same time, provided the district administration makes every household to take responsibility and every officer to provide the enablement required. After all, each household has to construct one toilet only," she noted.

"All said and done, my real challenge has started only after achieving the ODF status. It's about ODF sustainability, which demands double the energy I put into achieve ODF status for Ramanagara. We must also understand that it's not about a job done; it's about making a difference," she adds.

This CEO, Ms.Latha, reminds us that if you believe in yourself, your team and the community, and approach a task with a collective mindset, you will emerge successful.

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