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**In the 'Engine Room' of MGNREGA:
Training on Democratisation of Rural Governance Processes by NIRDPR**



3

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CONTENTS

7

Two-day National Conclave of
State Election Commissioners

9

Constitution of Innovation
Group at NIRDPR – Guiding
Creativity and Innovation for
Sustainable Rural Development

10

Training of master trainers
on Social Behaviour Change
Communication for WASH

11

IAS officer trainees of 2019 batch
in Group-VIII visit NIRDPR

12

Training programme on
Management of Advances in
Retail, Agriculture & MSME
(RAM) Sectors

13

Five-day training programme on
Contemporary Policy Challenges
in Rural Informal Sector

14

NIRDPR takes part in 107th Indian
Science Congress (ISC) 2020

15

Training programme on ICT
Applications for Management of
Rural Development Programmes

16

International training
programme on Planning and
Management of Rural Housing
and Habitat Projects

18

Case-Teaching and Case-Writing

19

NIRDPR Events



In the 'Engine Room' of MGNREGA: Training on Democratisation of Rural Governance Processes by NIRDPR

Mahatma Gandhi National Rural Employment Guarantee Act is one such Act that is helping to foster a truly democratic society by strengthening the democratic institutions at the grassroots level (PRIs) with the usage of Gram Panchayat Development Plan and Labour Budget planning. The schemes launched under this Act have provided socio-economic security to the millions of wage labourers in rural India. The Act and the guidelines related to the Act are dynamic, in the sense that have actively incorporated the changes made possible by technological advancement, leading to more transparent and decentralised democratic governance of rural India. However, the translation of guidelines into actual implementation has been found to be sporadic. The training programme seeks to address the

following concern: how can this dynamic Act be made to work to its full potential so that the maximum number of people can benefit from it.

The Centre for Wage Employment, National Institute of Rural Development and Panchayati Raj, Hyderabad recently

MGNREGA has provided a significant breakthrough by statutorily empowering the Panchayats to plan their own development and identify schemes that can be undertaken in the village

concluded its training programme on "MGNREGS Labour Budget and GDPD: Integration of Labour Budget with Perspective and Annual Plan of GDPD" from 2nd -6th December, 2019, aiming at effective dissemination of the Act

and related guidelines to the higher officials as well as the grassroots level officers of rural development, providing practical hands-on training through group work and lab sessions. The training programme also provided a theoretical background to the Act itself and the philosophy of its inception, from the perspective of democratic decentralisation and social justice.

MGNREG Act, 2005: Democratic Delivery of Social Security

Mahatma Gandhi National Rural Employment Guarantee Act, 2005 (MGNREGA) has provided a significant breakthrough by statutorily empowering the Panchayats to plan their own development and identify schemes that can be undertaken in the village. In this sense, it can be seen as the most significant step in the direction of empowering the PRIs after the 73rd



Lab session and group work in progress

Constitutional Amendment of 1993.

As one of the largest social security programmes in the world, MGNREGA has not only addressed the core problem of rural unemployment but also had omnifarious impact on the regeneration of local ecosystems, revival of natural habitats, rejuvenation of rivers, empowerment of women, improvement of school education, adaptation to climate change, achievement of SDGs, among others. Beginning in the year 2006, MGNREGA will complete 14 years of its implementation in February 2020. This programme is designed to provide wage employment to the rural poor, create different types of assets for the individuals as well as the community, promote decentralised governance and foster inclusive development.

The most important contribution of MGNREGA and GPDP has been the democratisation of the rural governance processes and rejuvenation of the local institutions of Panchayati Raj. It was realised that not only the outcome of a scheme but the process of governance

of the village developmental projects was equally important. The benefits of development were to be provided to the rural citizens in a democratic manner, where each citizen who would be affected by the decision of the local Panchayat, has a right to participate and register his/her opinion on the proposed decision. This has a long-term positive effect in reviving the institutions of local governance and the culture of democratic debate in rural areas.

Lab Session on MGNREGA, GPDP and SDGs

In the lab session, participants were divided into three equal groups. Each group was provided a copy of the list of approved works under MGNREGA, a copy of the SDGs and a copy of the list of activities under GPDP. The first group was asked to locate the points of convergence and synchronicity between the GPDP and MGNREGA works in a closed discussion.

The second group was asked to locate the points of convergence and overlap between the goals/approved works of MGNREGA and SDGs.

The third group was asked to seek the points of convergence and overlap among all the three, i.e. approved works under MGNREGA, GPDP and SDGs.

Along with this task, each group was also asked to identify the lean period of employment in the States to which the members of the group belong. Further, the group members were also asked to identify the main reasons that were leading to low employment opportunities in the lean period.

The other guidelines issued to each group included identification of the peak season in which demand and supply for work was maximum, ways to anticipate the demand for labour in peak season, months of higher migration, etc. A session on the 'calculation of anticipated demand of labour in MGNREGA, using the example of a farm pond construction', was also conducted by the 'Time and Motion Study' group of CWE, to help the participants with the tasks given above.

Each group was later asked to present their findings to all participants with the help of a presentation.

In the next session, each group was given 15-20 minutes to present their findings to all participants and trainers. An analysis of various aspects of MGNREGA, GPDP and SDGs emerged from the discussions based on the findings of the participant.

The first group observed that the 29 subjects under GPDP were in sync with the MGNREGA but it build networks with the line departments. It also felt the need for deeper involvement of the State governments in GPDP, which should be given more funds and priority.

Most of the members agreed that the summer season was the lean period in which no employment was available in the market for wage labourers.

The 2nd group, working on MGNREGA and SDGs, found significant overlaps between the objectives of the approved works under MGNREGA and SDGs; and their direct as well as indirect contribution in the achievement of SDGs in the areas of climate action, no poverty and sustainable natural resource management, etc.

Some members of the group from North-East and coastal regions reported that the rainy season was the lean period in these areas when no employment was available. The members from Jammu and Kashmir reported that winter season was the lean period in their State when no employment was available in the market. One participant from the group gave an example of the innovation that has come through MGNREGA works. In this case, the local SHGs were given the work of preparing the Citizen Information Boards (CIB), which resulted in a sizable increase in the income of women members. It was suggested that SHGs should also be engaged as PIAs, which would lead to their further empowerment and income growth.

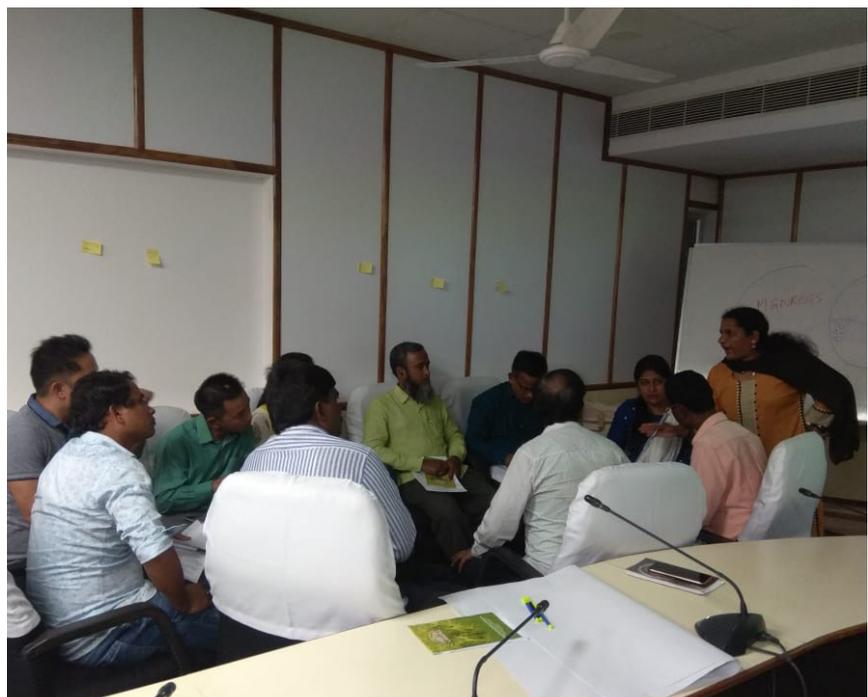
The 3rd group reported the overlap between GPDP, MGNREGA works with SDGs in Goals 2, 3, 6, and 11. In its presentation, the group had matched the lists with each other and specified the serial number of approved works in MGNREGA with relevant SDG number. It found that GPDP list of works such as health and nutrition, agricultural development, water conservation, among others, overlap with SDGs 1, 2, 13 and 15. Non-farm activities under approved works of MGNREGA, such as 13, 67 and 114-124, were in sync with SD Goals 1 and 8; Work number 186 in MGNREGA contributed towards the achievement of SDG 3 and 7, found the group. The issue of the scientific basis of establishing the right wage rate and calculation of wages in a scientific manner was also discussed. Topics like should the payment of wages be based on the number of hours worked or should it be based on the measurement of work done, or other agro-climatic and social-cultural aspects should also be

incorporated in the final preparation of the SoR, were also discussed.

The Lab Session on MGNREGA was appreciated by the participants who felt that it enhanced their learning experience and understanding by creating greater involvement through the group-based exercises. The assignment for the next day of preparing a presentation on their findings kept members of each group in discussion among their groups and others even after the sessions.

The programme's aim and experience of training the participants on the 'interactive relationship and synchronicity between MGNREGS Labour Budget, GPDP and SDGs' was enhanced due to intensive lab session and group work exercises.

CWE has plans to further improve the contents and conduction of the lab sessions on MGNREGA and GPDP in the upcoming training programmes. It would be gradually developed as a standard pedagogy, where all training programmes of the Centre would have



Lab session and group work in progress



Lab session and group work during the training programme

an interactive lab session and group work exercises as an integral part, along with the theoretical lectures. GPDP has been mandated by both MoRD and MoPR to capture the holistic and integrated annual action plan of the Gram Panchayat. This further widens the scope and requirement of such labs in the future.

Reorienting Rural Development the MGNREGA Way: From 'Ends' to 'Means'

This programme sought to examine the ways in which MGNREGS is linked to GPDP, and how effectively have MGNREGS contributed to the strengthening of Panchayati Raj System in India. The Act clearly identifies the Panchayats at district, block and village levels as the 'principal authority for planning and implementation of the Schemes made under this Act'. GPDP is helping to build a truly politicised vis-a-vis deeply democratic village society, where successful.

For e.g. participatory planning for anticipated quantum and timing of work demand will ensure that the implementing agency opens works in a manner that is in sync with the pattern of migration in a particular area to preempt distress migration. This process of

participatory planning and decentralised governance is the basis of a well functioning democracy. Both GPDP and MGNREGA have empowered the PRIs to become the planners and implementers of their developmental goals, from inception to the final completion. The process prescribed to govern the programme and the methodology of programme implementation, both in MGNREGA and GPDP, is empowering by its very design. If a developmental initiative is participatory and transparent from the first-day planning (till the last day of implementation), the first objective of empowering the institutions of decentralised local governance is already achieved. In this sense, the citizens need not wait for the completion of the project to experience the fruits of development, but they can experience it every day as the planning proceeds in a socially just and democratic manner- two definite signs of development by any measure.

Sections 13-16 of MGNREGA prescribe the process of labour budget, which entails planning, approval and funding under MGNREGA. The District Programme Coordinator (DPC) has to ensure strict adherence to the principles

of bottom-up and decentralised governance from the first phase to the last, in each of the Gram Sabhas in the district.

The dual benefits of MGNREGA, namely the democratisation of planning and implementation process and creation of livelihood enhancing assets, can be optimally realised if the institutions and actors in the rural developmental system are sensitised towards the socio-economic and political empowerment implicit in the Act itself. Both theoretical as well practical training is required to assimilate the structural changes envisioned in the Act in the everyday working and functioning of the project administration, towards building a socially just and truly democratic society.

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Two-day National Conclave of State Election Commissioners



Shri Sunil Kumar, Secretary, Ministry of Panchayati Raj, Gol, delivering special address at the inaugural of the conclave. Also seen are (from left to right) Smt. Radhika Rastogi, DDG, NIRDPR, Shri A. K. Chauhan, State Election Commissioner, Bihar, Shri V. Nagi Reddy, State Election Commissioner, Telangana, Shri G. Kishan Reddy, Hon'ble Minister of State for Home Affairs, Gol, Dr. W. R. Reddy, DG, NIRDPR

A two-day National Conclave of 'State Election Commissioners (SECs)' was jointly organised with State Election Commission (SEC), Telangana and National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad on 9th and 10th January 2020 at NIRDPR. The objective of the conclave was to take stock of the gains made and challenges faced by the State Election Commissions in conducting timely and free elections to the local bodies. Free and fair elections is one of the essential pre-conditions for proper functioning of any democratic government. The Conclave was inaugurated by Shri G. Kishan Reddy, Hon'ble Minister of State for Home Affairs, Government of India. The Conclave was attended by 40 delegates from across the country. While delivering the inaugural address, the Minister of State for Home Affairs recalled the concept of "Gram Swaraj" of Mahatma Gandhi who wanted to see each village a little

republic, self-sufficient in its vital wants. He also mentioned that the local bodies in the country are the essential features of democracy. The Minister called upon the SECs to make the elections credible by following transparent electoral process. He also appreciated NIRDPR in having supported the Jammu & Kashmir to conduct the capacity building and training to the newly elected Sarpanches and ward members.

In his welcome address, Dr. W. R. Reddy, IAS, Director General NIRDPR appreciated the State Election Commissioners for guarding the democracy by conducting free and fair elections of the 3.5 million elected representatives every 5 years. While delivering the keynote address, Shri V. Nagi Reddy, State Election Commissioner, Telangana stated that the Article 243E of the Constitution of India, stipulate that elections to each local body have to be completed before the

completion of the term of the sitting body. Though timely conduct of elections is a constitutionally mandated requirement, the SECs cannot decide on the dates and the number of phases of elections. For effective functioning the SECs have to depend on the State Government both for funds as well as manpower. Shri V. Nagi Reddy further added "the Local Governments are nurseries of political leadership but there have been several instances where elections to local bodies were postponed by the States on one plea or the other."

Later, Shri Sunil Kumar, Secretary, Ministry of Panchayati Raj, Government of India, said that to strengthen grass-root democracy and also for free and fair polls, networking and reaching out to stakeholders are necessary. An integrated approach of these stakeholders will certainly benefit in terms of increasing the voters' awareness, and to deepening and flourishing of our democracy.

Addressing the delegates in the conclave, Shri A. K. Chauhan, State Election Commissioner, Bihar said that the major constraints being faced by the SECs are funds and a manpower. He urged the Central and State governments to make necessary budget allocations to SECs so that they can become more proactive and work for creating an ecosystem to ensure free and fair elections to local bodies.

The two-days conclave discussed various emerging issues of the local bodies' election such as holding local body election on time as per the schedule, reservation, delimitation, disqualifications, polling arrangements, polling methods – Ballot vs EVM, online voting, and support to SECs, in terms of manpower and funds. In order to get the views of the SECs and other experts, the conclave deliberated upon four thematic areas in panel discussions; holding local body elections freely, fairly and transparently, the challenges and opportunities of holding local body elections as per schedule, outreach and data sharing by the SECs with other

stakeholders for promoting research, training and capacity building and good practices of holding elections as prerequisite for the effective functioning of local bodies. The delegates shared their views to strengthen the local bodies and conduct of election on time. Besides, the resource persons, including SECs from the states, members of civil societies, faculties from universities and elected representatives, made presentation related to the experiences and challenges of local body elections.

During the deliberations of the panel discussion on challenges of holding local body elections transparently, Shri S. M. Vijayanand, Former Secretary, MoPR, Government of India, opined that local body elections are more important than the State elections. He also mentioned that elections are not for the people to get elected but to elect their representatives which is an important philosophy of democracy. He added by saying that the best accountability of local governance is electoral accountability and this is the only power

the marginalised sections have in the society. Apart from such statutory issues, others issues were also discussed topics like manpower, funds and appointing of administrator, where elections are not held. The State Election Commissions also find themselves in a situation with regard to the availability of suitable staff for appointing as observers and security duties.

The Conclave ended with the concluding remarks of Sri Sunil Kumar, Secretary MoPR, Gol. He stated that the State Election Commissioners' conclave has provided an opportunity to discuss and set broad directions on various issues and priority areas which need to be carried out. He also stressed the view that the State Election Commissions are equal stakeholders along with the Government of India, State Government, Panchayati Raj Institutions and civil society organisations. The two-day conclave was coordinated by Dr. Pratyusna Patnaik, Assistant Professor and Dr. C. Kathiresan, Associate Professor & Head, Centre for Panchayati Raj, NIRDPR.



Smt. Radhika Rastogi, IAS, DDG, NIRDPR lighting the lamp during the inagural of the SEC's conclave at NIRDPR in the presence of Shri Kishan Reddy, Minister of State for Home Affairs and other dignitaries

Constitution of Innovation Group at NIRDPR – Guiding Creativity and Innovation for Sustainable Rural Development



Dr. P. V. Lakshmi pathi, Chairman, Catalysts Group addressing the audience during the Question and Answer session

National Institute of Rural Development and Panchayati Raj, Hyderabad is a think tank and its strength being the faculty/ resource persons/ support structures, harnessing their full potential will be the key strategy for enabling NIRDPR as an international centre of excellence in sustainable rural development. It is also a proven fact that harnessing the creative minds of human resources working in the Institution, irrespective of their centre/domain will be a critical element for higher levels of contribution to the Institution.

Creative human resources may have an idea, howsoever small or big the idea could be to funnel such ideas we require a free-flowing platform which can enable expression of such ideas and taking them forward depending on the relevance, feasibility and practicality.

It is therefore decided to constitute an 'Innovative Group' with selected members who will meet regularly to source and take the creative ideas forward for experimentation/roll-out. Any member of the Institution can e-mail their idea to innovations.nird@gov.in, which will be reviewed for feasibility and

experimentation.

The Innovation Group was formally launched on 1st January, 2020. Two speakers were invited to speak on this occasion. Dr. P. V. Lakshmi pathi, Chairman, Catalysts Group spoke on canvas of innovation. He covered areas like major innovations in the last 30 years, and gave examples on the number of years it took for few products to scale-up to a large customer base and suggested actionables at a high level.

Shri Surendra Tipparaju, Principal Architect Leader, Microsoft spoke on

Applying AI and Innovation at Microsoft. He covered areas like challenge of corporate innovation, Microsoft's approach, incremental and expansive innovation, Innovation funnel, Minimum Viable Product (MVP), Tenets of Innovation like Bold, Optimistic, Trust and Scale.

The event was presided by Dr. W. R. Reddy, IAS, Director General, NIRDPR, Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR. Also present at the event were other faculty and staff of NIRDPR.



Dr. W. R. Reddy, IAS, DG, NIRDPR presenting a souvenir to Dr. P. V. Lakshmi pathi (left) and Smt. Radhika Rastogi, IAS, DDG, presenting a souvenir to Shri Surendra Tipparaju

Training of master trainers on Social Behaviour Change Communication for WASH



Dr. Gyanmudra, Professor & Head, CGGPA & CRU, addressing the participants during the training of master trainers on Social Behaviour Change Communication for WASH

Improved and sustainable Water, Sanitation and Hygiene (WASH) facilities, services and governance significantly contribute to human development indicators. Social and Behaviour Change Communication (SBCC) plays a powerful role in addressing barriers, shaping demand and adoption of preventive and promotive practices related to WASH.

Globally, there has been a paradigm shift in recent years from sporadic awareness-raising information, education, and communication (IEC) activities to strategic, evidence-based Behaviour Change Communication (BCC) strategies. The change has come about with the realisation that as individual behaviour is influenced by socio-cultural and gender norms. The need to mobilise communities in support of recommended behaviours is imperative along with integrating advocacy to influence policy and structural issues, leading to increasingly holistic approaches to WASH health communication.

In order to sustain the gains of Swachh Bharat Mission and for ODF sustainability in the States of Andhra Pradesh, Telangana and Karnataka, the Communication Resource Units (CRU) of National Institute of Rural Development

and Panchayati Raj and UNICEF organised a two-day workshop for “Training of Master Trainers on Social and Behaviour Change Communication (SBCC) for Swachh Bharat Mission (Gramin)” during 9th -10th January, 2020 at NIRDPR, Hyderabad. The Master Trainers will be engaged at the district/sub-district level to facilitate planning, implementation and monitoring of SBCC activities on issues such as ODF sustainability, water management, etc.

Process

The participants for the workshop included 21 representatives from SBM(G), education, WCD, health and rural development from seven aspirational districts: Vizianagaram and Visakhapatnam in Andhra Pradesh; Raichur, Yadagir of Karnataka; Asifabad, Bhupalpally and Kothagudem from Telangana.

The training started with inaugural remarks by Dr. Gyanmudra, Professor and Head, Centre for Good Governance and Public Administration- NIRDPR and Director- CRU and Ms. Seema Kumar, C4D Specialist, UNICEF.

During the ToT, Shri Kulandai Raj, Consultant from UNICEF, Shri B.V. Subba Reddy, External Consultant,

Shri Anthony Reddy, Manager and Shri Srinivas, SBCC Coordinator from CRU gave their inputs to participants on SBCC principles, model, approaches, SBCC for water management-key behaviours and possible approaches; SBCC approaches for SBM-G, key messages, an overview of SBCC material, training, facilitation skills, interpersonal skills and qualities of a good communicator. Participants were also briefed on successful WASH models implemented in India.

Pre and post-test were administered to assess the outcome of training. Participants’ knowledge levels on WASH have improved from 41 per cent to 65 per cent. The two-day training concluded with the presentation of department wise plans for cascade training by the participants from three States.

The two-day training was successful in imparting knowledge on SBCC principles and approaches, SBCC for water source management, porting of water and storage and usage of water in households, communities and institutions. Also, on SBCC approaches for SBM-G and equipped participants with skills in training, facilitation and interpersonal skills.

IAS officer trainees of 2019 batch in Group-VIII visit NIRDPR



Trainee IAS officers during a session as part of their winter study tour at the National Institute of Rural Development and Panchyati Raj

Sixteen IAS officer trainees of 2019 Batch in Group-VIII visited the National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad on 18th January, 2020 as a part of their winter study tour. Shri Rajesh Kumar Hajela, Sr. Manager (Training), Centre for Research and Training Coordination and Networking, NIRDPR, welcomed the IAS officer trainees and briefly explained them that NIRDPR was committed to strengthening the Panchayati Raj Institution through capacity building, training of elected representatives, grassroots functionaries and also facilitating qualitative changes in programme implementation through a process of training, research including action research with village adoption studies and consultancy. He further shared that NIRDPR offers PG Diploma courses in rural development and panchayati raj governance in order to develop their managerial skills. A documentary on different initiatives and activities of the Institute followed for the benefit of the delegates.

Shri Mohammed Khan, Senior Consultant, Rural Technology Park (RTP), Centre for Innovations and Appropriate Technologies (CIAT) made a presentation on RTP, CIAT and explained that Rural Technology Park (RTP) has been instrumental in transferring appropriate

and affordable technologies to rural poor for increasing their productivity. The National Building Centre at RTP showcases model rural houses constructed with different cost-effective and eco-friendly technologies applicable to rural India. In addition to it, a Rural Technology Mela is organised annually for self-help groups, SGSY organisations and other institutions to exhibit their products and services. He assured that NIRDPR would always be willing to provide necessary guidance and support in the dissemination of such technologies to rural areas. The presentation was supplemented with a documentary depicting houses built with such technologies.

Dr. Kesava Rao, Associate Professor and Head, Centre for Geoinformatics Application in Rural Development, made a presentation on 'Geo-Informatics Application in Rural Areas' and explained that GIS and geo-tagging could be applied both for mapping and identifying areas for planning of crop cultivation and also monitoring of infrastructural projects at Panchayats in terms of physical specification and the catchment area or expansion of the village over a period of time. He further added that the GIS as planning and monitoring tool has a great potential for both the top level and Gram Panchayat level in identifying facilities and services available in a particular

village or for assessing existing physical resources for planning and monitoring of programmes, schemes and projects.

After the presentations, the officers were provided with an opportunity to interact with Dr. Franklin Laltinkhuma, IAS, Registrar and Director (Administration), NIRDPR. IAS officer trainees interacted with the Registrar and shared their learnings on different facets of rural development, specifically the technological interventions of NIRDPR.

Dr. Franklin shared his field experiences with them and advised the officers that field postings, in the initial years of service, are the learning tenure for a civil servant as it provides an opportunity to interact with the people across the society and they should maximise their learnings during this period. Dr. Franklin wished all of them a bright future.

Later on, the officers visited RTP and had information from the entrepreneurs on the technologies and their scope of transfer to rural areas. They appreciated the initiative and training on income-generating activities like beekeeping, leaf plates making, paper making, etc., from used and waste paper and evinced keen interest in internal roads and structures made of local material from different parts of the country.

Training programme on Management of Advances in Retail, Agriculture and MSME (RAM) Sectors



Dr. M. Srikanth, Associate Professor & Head, CFIE interacting with the participants

All banks in India are struggling with huge portfolio of Non-Performing assets (NPAs), as such maintaining the quality of loan assets is a real challenge before a credit official. However, maintaining the quality of loan portfolio is possible only by ensuring a meaningful supervision and monitoring of the credit facilities in a planned and structured manner. The entire post-sanction process comprises three stages, i.e., follow-up, supervision and monitoring, which are distinct and are mutually exclusive. The very purpose of all these is to ensure end-use of funds, maintain the quality of loan assets and ensure compliance of the terms of sanction. Against this background, the Centre for Financial Inclusion and Entrepreneurship, NIRDPR organised a five-day training programme on 'Management of Advances in Retail, Agriculture and MSME (RAM) sectors' during, 20th - 24th January, 2020 at the Institute

The training programme focussed on the ways and means of financing RAM sectors, the importance of credit appraisal and the risks involved and measures to mitigate those risks. Financing retail, agriculture & MSME sector: Status and overview, RBI guidelines and PSL, retail credit – SWOT Analysis, financing poultry and dairy projects with case study, credit appraisal in retail, agriculture and MSME

sectors, agriculture value chain financing, rural finance and entrepreneurship, challenges in appraisal of retail credit, MSME – credit risk mitigation – credit guarantee schemes, risk management in credit, IRAC norms and NPA management.

A total of seven participants from various organisations attended in the programme. CFIE's in-house faculty members and selected guest faculty from SBIRB and a pool of retired bankers, who are subject matter specialists-cum-practitioners in the areas of Financing Retail, Agriculture & MSME sectors contributed to the programme.

Diverse methodologies like lectures and interactive sessions with the help of PPTs, case studies, video clips and discussions, role plays (process documented for future use), individual and group activities were employed. Field/Exposure visits, recap sessions were used keeping in view the broad and specific objectives of the training programme, duration and expectations of the participants.

The following field visits were organised to impart practical knowledge and help the participants to reinforce the learning made in the classroom.

The participants made a visit to the Directorate of Poultry Research (ICAR), Rajendranagar to get a knowhow on

the development of new poultry breeds suitable for tribal areas and rural areas and hatching day old chicks of the same to be supplied to poultry farmers in rural areas. The participants were explained how the selected parents (chicken) are maintained in the farm, how the brooding of small chicks is done and how the important breeds are developed by the centre.

Another field visit was made to The Mulkanoor Cooperative Rural Bank and Marketing Society Limited, Telangana. This society was established in 1956, the present number of members is 7,207, people being employed are 138 and share capital is Rs.1,631.13 lakh. The participants visited the Cooperative Bank, Rice Mill, Cotton Ginning Mill and the commercial complex, all run by the society.

The participants were also taken to Mulkanoor Women's Cooperative Dairy which is engaged in collection of milk from the member producers, processing the milk and preparation of milk products like chilled and pasteurised milk packets, curd, butter milk, lassi, kova, and doodpeda, etc.

Under the guidance of Dr. M. Srikanth, Associate Professor and Head, CFIE, the programme was coordinated by Shri G. Anjaneyulu, Project Consultant, Shri Chandan Kumar, Research Assistant, CFIE, NIRDPR.

Five-day training programme on Contemporary Policy Challenges in Rural Informal Sector



Dr. Jyothis Satyapalan, Prof. and Head, CWE addressing the participants. Also seen are Dr. Pratha Pratim Sahu, Associate Prof. and Head, CSED and Dr. Surjit Vikraman, Associate Prof., CSR and PPP & PA

The informal enterprise sector is huge and very heterogeneous, including a wide range of manufacturing and services enterprises, dispersed all over the country, both in rural and urban areas. It is the biggest employment provider, and hence crucial for earnings and livelihood of the rural population. Any policy change on informal enterprise sector will have implications on the welfare of a large section of the bottom of the pyramid population.

Recently, a series of policy initiatives such as Goods and Services Tax (GST), demonetisation, reforms in banking transactions, and improvements in the ease of doing business, direct benefit transfers and digitisation have been initiated in an attempt to formalise the economy. But, since a large part of our economy operates under informal setup, and given its huge employment and livelihood stake, there was a huge concern on how the informal sector enterprises would visualise and respond to these changes. These changes have thrown both opportunities and challenges. In this context, the Centre for Corporate Social Responsibility, Public-Private Partnership and Peoples' Action (CSR, PPP & PA) and Centre for Entrepreneurship Development (CED) jointly organised

a five-day training programme, which aimed to make participants understand the recent policy changes that have implications for the informal sector enterprises operating in rural areas. It also attempted to make the participants familiarise with the various coping strategies, options that can be adapted to support these enterprises gain and improve their livelihood and wellbeing. In addition, this programme also created awareness about various government schemes and policies towards entrepreneurship, skill development and employment generation in rural areas.

A total of 28 participants with rich and long experience, representing 11 States, attended this programme. They represent a diverse range of organisations such as SIRDs, SRLMs, RSETIs, ETCs, academic institutions, Ministry of Skill Development and Entrepreneurship, State Skill Mission, NGOs, CSR affiliates and so on.

Dr. S. Jyothis, Professor and Head, Centre for Wage Employment (CWE), National Institute of Rural Development and Panchayati Raj inaugurated the event. During his inaugural address, Dr. Jyothis briefly discussed the major challenges that rural India is witnessing. He emphasised how many old seminal

development theories are still relevant in the present context and these theories must be revisited with a new set of evidence. A lot of learnings can be drawn from these development theories while designing any policy. While discussing the role and potential of National Rural Employment Guarantee Act (NREGA), he stated that there is a need to shift the skilled persons currently engaged in NREGA and some kind of self-employment and entrepreneurial venture must be explored for these groups. Prof. Jyotis cautioned about the challenges related to energy, environment and climate change. He urged for a sustainable nature-based solution to address various problems of the rural areas.

The inaugural was followed by the introduction of the programme and various technical sessions. The themes covered in these sessions included contemporary challenges for the rural informal sector, the conceptual and definitional issues of the informal sector, GST and demonetisation. Various verticals of formalisation such as finance, skill, technology were discussed at greater length. To get maximum benefits from the formalisation process, the role of mentoring, counselling and advisories is also crucial. Other sessions include the role of collectives, value chain analysis,

FPOs, gender and its implications for informal sector enterprises. The possibility of entrepreneurship development in all broad sectors, i.e. agriculture, manufacturing and services were discussed. The participants also got an opportunity to interact with an agri-entrepreneur, who are closely working with small and marginal farmers and providing them with all necessary inputs and helping them to improve their earnings.

The training programme also facilitated detailed understanding on the entrepreneurial activities being undertaken by the technology partners of Rural Technology Park (RTP) at NIRDPR such as home-based products, honey processing, mushroom cultivation, leaf plate making, aromatic plants and essential oils, Soya making, solar products, bio-pesticides, neem-based products,

handmade papers, Vermicompost, biogas, mud block/brick making/tiles, Hydroponics and Aquaponics, tiles making and clay processing, etc. Besides classroom sessions, participants were also assigned individual and group tasks.

The visit to RTP is aptly supplemented by another visit to 'THub', Hyderabad, which is an emerging platform to support start-ups. At 'THub', the participants got to know about various facets of start-up and also interaction with a budding entrepreneur, who is working on a Fintech product. Although 'THub' focusses mainly on tech space, it is important to know how 'THub' is functioning and how can we draw lessons from it to promote rural start-ups. 'THub' is facilitating all kinds of support inducing finance, incubation, handholding and networking, etc., to the aspiring entrepreneurs.

The valedictory session was chaired by Shri Mohammad Khan, Senior Consultant, RTP, NIRDPR. He not only interacted with the participants but also requested them to share their experiences from the training programme to bring necessary changes in future programmes. Detailed feedback was collected from the participants on the online training management portal.

Based on the feedback from the participants and external resources persons, it may be concluded that the said programme was satisfactory in all respects and the objectives and goals defined in the programme were duly realised. This training programme was coordinated by Dr. Surjit Vikraman, Associate Professor, CSR, PPP&PA and Dr. Partha Pratim Sahu, Associate Professor, CED, NIRDPR.

NIRDPR takes part in 107th Indian Science Congress (ISC) 2020



Visitors at the NIRDPR stall at the 107th Indian Science Congress

The 107th Indian Science Congress (ISC) was held at the University of Agricultural Sciences in Bengaluru, Karnataka from 3rd-7th January, 2020. The event was inaugurated by Shri Narendra Modi, Hon'ble Prime Minister of India on 3rd January, 2020. The theme for this year's science congress was "Science & Technology: Rural Development". During the inauguration, PM Modi launched the Indian Science Technology

and Engineering facilities Map (I-STEM) portal. The portal will function as a gateway for researchers to locate and collaborate with specific types of facilities, which they require to conduct research and development work in India.

This year, the Indian Science Congress had a special focus on rural development through science and technology. To boost the same, for the first time, the congress also included a sub-event called "Children's and Women

Science Congress". Dr. Harsh Vardhan, Union Minister, Minister of Health & Family Welfare, Science & Technology, Earth Sciences - Government of India, inaugurated the exhibition: Pride of India along with Prof. Rangappa, General President, Indian Science Congress Association, Kolkata, Dr. S. Rajendra Prasad, Vice-Chancellor, University of Agriculture Sciences, Bangalore and Chairman, 107th Indian Science Congress along with other dignitaries.

National Institute of Rural Development and Panchayati Raj, Hyderabad participated in the event and exhibited the technologies, activities and publications of Rural Technology Park(RTP), under Centre of Innovation and Appropriate Technologies, Centre for Geo-Informatics Applications in Rural Development and Centre of Development Documentation and Communication. During this five-day exhibition, students, college graduates,

scientists/scholars from eminent institutions and other delegates visited the NIRDPR stall and showed keen interest in the appropriate housing technologies, Compressed stabilised Earthen Blocks (CSEB), Athangudi tiles, vermicompost/vermiwash, kitchen waste decomposer which were showcased at the NIRDPR pavilion. The application of GIS in rural and placement linked skill development programme of DDU-GKY also attracted the attention of many

visitors. Many renowned institutions and CSR organisations appreciated demonstration of RTP technologies and expressed their willingness to collaborate. Also, few engineering and architectural graduates enrolled for internship programmes of RTP-NIRDPR.

At the conclusion of the exhibition, Prof. Rangappa, General President, Indian Science Congress Association, Kolkata appreciated the NIRDPR initiatives and presented the memento and certificate.

Training programme on ICT Applications for Management of Rural Development Programmes



Dr. Samir Goswami, Head, CICT and Shri G. V. Satya Narayana, Senior Assistant Professor, CICT with the other participants of the training programme

The Centre for Information and Communication Technology (CICT), National Institute of Rural Development, Hyderabad organised a training programme on 'ICT (Information and Communication Technologies) Applications for Management of Rural Development Programmes' during 20th -24th January, 2020 at NIRDPR, Hyderabad.

A total of 48 officials (including 10 Women) participated in the training programme, a majority of them were representing Rural Development, Panchayati Raj, Zilla Parishad/ Zilla Panchayat (ZP), District Rural Development Agencies (DRDAs), State Institute of Rural Development(SIRDs), Extension Training Centres (ETCs),

Rural Housing (Pradhan Mantri Awas Yojana), Swachh Bharat Mission (SBM), Social Welfare, Agriculture, Women Development, Integrated Watershed Management Programme/WDT/ Soil, Forests, Environment and Universities.

They were from 15 States, namely Assam, Andaman and Nicobar Islands, Bihar, Chhattisgarh, Haryana, Jammu and Kashmir, Karnataka, Kerala, Maharashtra, Odisha, Punjab, Sikkim, Tamil Nadu, Telangana and Uttarakhand. The main focus of the programme was to sensitise functionaries of Rural Development, Panchayati Raj, ZPs/DRDAs, Rural Housing SIRDs/ETCs and line departments to the potential of ICTs and its applications, e-Governance, Digital India, Geo-

Informatics, Social Audit for Monitoring and Evaluation, Information Education and Communication (IEC), Project Management for effective management of Rural Development programmes and providing skills in development of Information Systems.

To meet the above objectives, Application of ICTs for e-Governance services in various sectors such as citizen-centric services, National Social Assistance Programme (NSAP), Mahatma Gandhi National Rural Employment Guarantee Scheme, PMAY, in addition to topics relating to information systems development, Geo-informatics, Panchayat Enterprise Suite (PES), Gram Panchayat Development Plan (GPDP),

PFMS (Public Finance Management System) IEC, project management and innovative technologies in rural housing were discussed as part of the programme.

In view of the need and importance of cyber security, as ICTs have become omnipresent, inputs on various precautionary measures and tips for overcoming the threats were also provided during the programme.

The participants were also provided with an opportunity to visit Rural Technology Park (RTP) and were

addressed on innovative and appropriate technologies in rural housing with a demo of various skill development initiatives for livelihood generation activities.

Shri Samir Goswami, Head, CICT interacted with the participants and addressed on ICT trends and applications. Prof. Gyanmudra, Head, CGG&PA interacted with the participants and provided tips on how to enhance their skills for improved services delivery.

All the participants actively took

part and made the sessions lively. The programme was well received, and the participants expressed gratefulness to Dr. W. R. Reddy, IAS, Director General, NIRDPR for providing this opportunity and suggested that there is a need for organising many such programmes by CICT, NIRDPR.

The programme was conducted by Shri G. V. Satya Narayana, Senior Assistant Professor, Centre for Information and Communication Technology (CICT), NIRDPR.

International training programme on Planning and Management of Rural Housing and Habitat Projects



Dr. W. R. Reddy, IAS, DG, NIRDPR, Smt. Radhika Rastogi, IAS, DDG, NIRDPR and Dr. Ramesh Sakthivel, Associate Professor and Head, CIAT with the participants of the training programme

An International Training Programme on "Planning and Management of Rural Housing and Habitat Projects" (Sponsored by Ministry of External Affairs, Government of India under ITEC) was organised from 07th January – 03rd February, 2020 at National Institute of Rural Development and Panchayati Raj, Hyderabad. Senior and middle-level officials working with Housing and Planning departments attended the programme. A total of 22 participants from 13 countries, viz. Afghanistan,

Botswana, Dominican Republic, Kenya, Mauritius, Namibia, Nepal, Nigeria, Palestine, South Sudan, Sudan, Tunisia and Zambia were part of the course. Many participants had come from countries that had not laid major emphasis on rural development, in particular, housing in rural areas. The main objective of this course was to share country-specific rural housing and habitat development policies and other good practices with delegates of the participating countries. The course emphasised on

sharing knowledge on policies, schemes and programmes in India. Aspects such as housing technologies such as cost-effective, environment-friendly, energy-efficient and disaster-resistant technologies were discussed during the course.

In addition, the topics covered included Prime Minister's Housing Programme (Pradhan Mantri Awas Yojana), in which financial assistance was given to rural poor and homeless people to construct their homes, and Swachh Bharat

Mission (Gramin) improving the levels of cleanliness through Solid and Liquid Waste Management including waterless urinal, decentralised wastewater treatments system and twin pit toilets. The delegates also learnt about various initiatives in rainwater harvesting, housing finance through women self-help groups and monitoring of housing programme through digital platform AwaasApp and MNREGS.

Finally, the participants were guided to prepare back-home action plans based on the learnings from India as well as other countries for implementing the lessons learnt from the programme. The training methods adopted included participatory approaches, classroom lectures, study visits, field visits, workshops, video presentations, debate discussions, role plays and practical



Shri Franklin Lalitkhuma, IAS, Registrar, NIRDPR awarding certificate to a participant. Also seen are Shri Mohammed Khan, Senior Consultant, Dr. Ramesh Sakthivel, Associate Professor, CIAT and Dr. SivaRam, Professor & Head, CRI

hands-on experiences on making of CSE sustainable housing technologies. Block making, Athangudi tiles and various

Feedback of Few Participants

Mr. George Omondi Otieno

Lecturer, School of Natural Resource and Environment Management, University of Kabianga in Kericho, Kenya and a Consultant Urban Planner and Environmental Planner, said, "India is a senior brother to Kenya in terms of development and it is my view that Kenya should copy and follow what India is doing than trying to catch-up with North America and European countries whose economy is hundred times the size of Kenya. As a senior brother, it is easier for Kenya to track India's development footsteps by incorporating its good examples while learning and avoiding its challenges."



Further, he said, "The curriculum was well crafted and punctuated with field activities to make us clearly relate classwork and actual implementation of housing programmes in India. African countries and a majority of the developing countries have neglected their rural areas and urban development is prioritised and therefore the training is an eye-opener for me and my country to start looking at rural areas as an important component of the country."

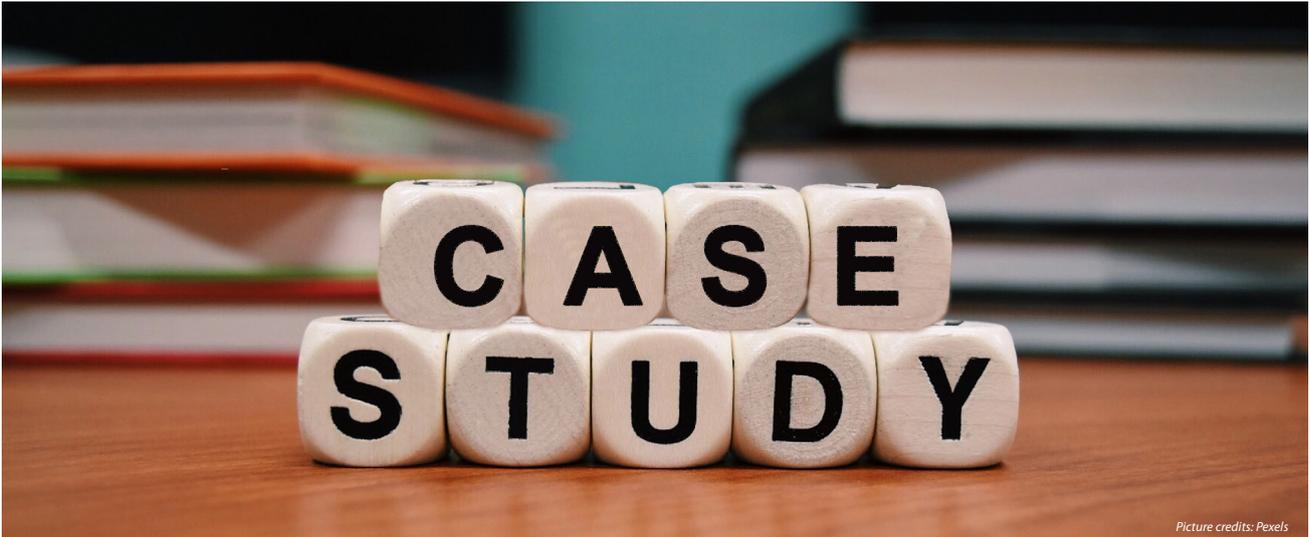
Ms. Shila Kalinda Chabalengula

Town Clerk, Mazabuka Municipal Council, Government of Zambia, ". The initiative and design of the training programme require commendation as it draws a wide range of developing countries with realisation that we share similar challenges regardless of the national boundaries. The course provided a platform for knowledge sharing as it is very participatory."



Further, she added, "it is important to develop and align specific policies towards the delivery of affordable rural housing. Also mainstreaming of sustainable architecture and integrated planning is vital. The principle of applying ecological, economic and performance aspects in housing ought to be embraced. It sets mind conscious on environmental protection, reducing cost, use less energy and materials but realise functional and liveable buildings. It is essential to explore and use the available local materials. For sustainable building technologies, the course inculcated skills on how to blend modern and traditional construction. Skills on how to mould blocks using mud, wooden doors and window frames, bamboo roofs, tables and doors; bottles for lighting, flat block roofs, stone walls, handmade tiles, etc., were learnt.

Case-Teaching and Case-Writing



Picture credits: Pexels

Ms. Saritha went to a medical store to purchase some medicines. While paying cash for the medicine, the salesperson in the medical shop told her that if she needed a bill the price is Rs. 240 with tax; and if she did not ask for a bill then without billing he can give it for Rs.200. Saritha chose to take it for Rs. 200. Anyways, I am not going to make any claim with this bill anywhere, she smiled. After returning home, to her shock, she noticed that the medicine had expired six months ago. Further, she noticed that it was written on the label: 'Physician's Sample not for Sale.' She took the medicine back to the medical stores, and demanded her money back. The medical shop owner asked for bill as proof that it was purchased in his shop only. She said she was not given a bill. The medical shop owner said he never sells anything without bill. Saritha was furious and cursed the medical shop owner stating that business without ethics and morality shall not last.

Who is at fault? Who is being unethical?

Here, an occurrence has been captured as a business case. Case teaching is one of the participatory training methods. Any occurrence can be written up as a case for analysis. Case-learning by design turns out to be participatory. But, a trainer needs to be alert about taking cases from real-life situations and be familiar with the nuances of case-writing. Whenever we make field visits we can capture occurrences that are potential cases, technically these are called 'case-possibility points'. We can create a 'personal case-possibility bank' or 'institutional case possibility point' for NIRDPR. This can be developed as full cases for use in classroom situations, adding the required information. Any case has an in-built puzzle to crack, which drives the learners' curiosity and forces them to apply their minds.

Some of the sessions can best be done through the case method. We can ask the participants to analyse cases in small groups and present. All we need to do is capture some 'occurrence' from the

field to be able to write that occurrence as a case.

The scenario in a case demands the learners to assume themselves in the shoes of a BDO, or District Collector, or a progressive farmer or an entrepreneur and play that role. It's like completely assuming that role and playing that role. This gives opportunity to understand, diagnose and come out with a decision backed by your defence in support of that decision (academically called 'decision-sheet').

In the process, the learners feel the need to have an understanding of concepts, computations, and frameworks required. It helps them become KASH-rich (rich in Knowledge, Attitude, Skills, and Habits). Identifying the deficit in terms of KASH, and bridging the deficit – through self-effort to learn - is one important contribution case-learning can provide.

The case can be text-based, or number-oriented, or both. In order for the learners to evoke interest, the case has to

come from real-life experiences, like the one given at the beginning of this essay. In order to provoke thinking, and keep the learners engaged and engrossed in the case, the main character in the case must be in a genuine dilemma of acute nature. It can relate to an organisational policy change, economic outcome of a decision, social response to new legislation, political, economic, moral, ethical and so on. The main character has to search the key to a perplexing puzzle – and finally crack that puzzle.

The scenario can be decision scenario, problem diagnosis scenario, or evaluation scenario. We must be familiar with: How to read a case? How to analyse a case? How to prepare a decision-sheet? How to prepare an Instructor Strategy Sheet? How to word the opening paragraphs of a case, when we write one. Case-learning can be an excellent way of involving the participants in real learning.

Dr. R. Ramesh

Associate Professor
Centre for Rural Infrastructure

NIRDPR Events

New Year Celebrations



Dr. W. R. Reddy, IAS, DG, Smt. Radhika Rastogi, IAS, DDG, Shri Shashi Bhushan, FA and Dr. U. Hemantha Kumar, AR (T), releasing calendar and diary for the year 2020 during the New Year get-together at the Silver Jubilee Park on NIRDPR campus



Dr. W. R. Reddy, IAS, DG, NIRDPR addressing the staff, students and participants during the New Year get-together at the Silver Jubilee Park

71st Republic Day Celebrations



The march past by students of Bharatiya Vidya Bhavan's Vidyashram



Smt. Radhika Rastogi, IAS, DDG, NIRDPR awarding prize to the winner of a competition



Dr. W. R. Reddy, IAS, DG, NIRDPR, and Smt. Radhika Rastogi, IAS, DDG, NIRDPR along with the winners of a competition



Dr. W. R. Reddy, IAS, DG, NIRDPR saluting the national flag



Dr. W. R. Reddy, IAS, DG, NIRDPR launching the digital display board installed at the entrance of the Institute. Smt. Radhika Rastogi, IAS, DDG, NIRDPR is also seen

DETAILS	POST GRADUATE DIPLOMA IN RURAL DEVELOPMENT (ONE YEAR FULL TIME RESIDENTIAL PROGRAMME) MANAGEMENT (PGDRDM) 2020-21 BATCH-18)	POST GRADUATE DIPLOMA IN MANAGEMENT - RURAL MANAGEMENT (PGDM-RM) 2020-22 BATCH-3 APPROVED BY AICTE (TWO YEARS FULL TIME RESIDENTIAL PROGRAMME)
HOW TO APPLY:	Applications are to be submitted online only at www.nirdpr.org.in/pgdrdm.aspx .	
RESERVATION:	Reservations for the students of the SC/ST/OBC(Non-creamy layer) EWS and Persons with Disability (PWD) will be made as per the Government of India norms.	
LAST DATE :	Last date for online submission is 10-04-2020. Applications received after the last date shall not be accepted.	
ELIGIBILITY	<ul style="list-style-type: none"> • Minimum 50 per cent marks (45 per cent marks for SC/ST and PWD candidates) or equivalent in Graduation. • Valid Score in CAT / XAT / MAT / CMAT / ATMA / GMAT for admissions (or) Selection of candidates will be made through a process of All-India Entrance Test which will test the verbal, quantitative and analytical competencies of the students including English Language • Students, who are in the final year and expect to complete all the requirements before 15th June 2020, may also apply. <p>ENTRANCE TEST: The entrance test will be conducted at Bhopal, Bhubaneswar, Chennai, Guwahati, Hyderabad, Jaipur, Kolkata, Lucknow, New Delhi, Patna, Pune and Thiruvananthapuram. However, NIRDPR reserves the right to cancel any of the centres or add new centres for any administrative reasons and assign any other centre to the applicants.</p>	<ul style="list-style-type: none"> • Minimum 50 per cent marks (45 per cent marks for SC/ST and PWD candidates) or equivalent in Graduation. • Valid Score in CAT / XAT / MAT / CMAT / ATMA / GMAT for admissions (or) • Students, who are in the final year and expect to complete all the requirements before 15th June 2020, may also apply.
Mode of Selection	Apart from eligibility conditions group discussion and personal interviews will be conducted for the short-listed candidates at NIRDPR, Hyderabad.	
Course Fee	Rs.1,80,000/- per annum	
Encouragement/Scholarship	The North Eastern Council, Shillong, will be approached for giving fellowships to economically backward students of North Eastern States. During the course, based on the performance trimester-wise (more than 8 GPA) of the students, fee concessions will be provided in the subsequent next trimester as a matter of encouragement.	
For Details log on to	Web: http://www.nirdpr.org.in/pgdrdm.asp Phone No.: 91-040-24008460, 442: 556	
Admission Notification for Distance Mode Courses		
<ol style="list-style-type: none"> 1. Post Graduate Diploma in Sustainable Rural Development (PGDSRD) Twelfth Batch (2020-21) 2. Post Graduate Diploma in Tribal Development Management (PGDTDM) Ninth Batch (2020-21) 3. Post Graduate Diploma in Geo-Spatial Technology Applications in Rural Development (PGDGARD) Fifth Batch (2020-21) 4. Diploma Programme on Panchayati Raj Governance & Rural Development (DP-PRGRD) Second Batch (2020) <p>Applications from aspiring candidates are invited for admission into above Distance Mode Courses commencing from 1st January, 2020. The minimum educational qualification for admission is Graduation in any discipline from UGC recognized Universities. Please visit our Website www.nirdpr.org.in/dec.aspx for further details and to submit online application. The last date for receipt of filled-in applications is 31st December, 2019. For further queries, you may contact us through website.</p> <p style="text-align: right;">Sd/ Prof. & Head (CPGS&DE)</p>		



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