



**International Women's Day
Remembering the Challenges to Gender Equality, the
Achievements and the Pathways Ahead**



3

International Women's Day
Remembering the Challenges to Gender Equality, the Achievements and the Pathways Ahead

CONTENTS

6

International Women's Day Celebration at NIRD&PR

7

Inauguration of CGARD Technology Centre at Madagascar Established by NIRD&PR

8

Waste to Wealth: Value Recovery from Agro-processing

9

Historical Waste and Bio Mining- A Way to Clean Up Long-Time Garbage Dumps

11

International Training Programme on Management of Rural Employment Projects and Poverty Alleviation

12

International Training Programme on Rural Credit for Poverty Reduction

13

International Training Programme on Training Methodology for Development Professionals

14

International Training Programme on Participatory Planning for Poverty Reduction and Sustainable Development

15

Sixth National Annual Writeshop of DAY-NRLM at NIRD&PR

16

Hindi Workshop on Unicode at NIRD&PR

16

Technical Hindi Workshop at NIPHM under the Guidance of NIRD&PR

17

Training Programme on SMART Governance for Effective Implementation of Rural Development Programmes

18

Training Programme on Strengthening Participatory Governance for Effective Local Development

19

36th Annual Conference of Indian Association for Research in National Income & Wealth

20

Smt. Radhika Rastogi Takes Charge as Deputy Director General at NIRD&PR



COVER
STORY



International Women's Day Remembering the Challenges to Gender Equality, the Achievements and the Pathways Ahead

It has been widely acknowledged that gender equality and justice are crucial for the overall development of a society and nation. And, to ensure gender equality, empowerment and development of women is a vital factor. The International Women's Day has been celebrated for more than a century to commemorate the struggles of working women for equal rights and dignity. The celebration of this day goes back to the beginning of 20th century although a formal suggestion to celebrate the International Woman's Day was put forth by Clara Zetkin at the International Women's Conference of 1910. Over the next few decades, this day remained a national celebration for a few socialist countries until it was adopted by the United Nations in 1975 and became a day of global celebration. Over the next few decades, research and development

in gender issues continued to provide policy solutions and paved the way for building a gender-just society.

The Women's Day is of particular significance to India since it is one of a magnificent case of progressive social reforms for women's rights on the one hand and continuing gender gap on social indicators on the other. The Constitution of India ensured equal rights to men and women in all aspects of life. The country has historical records of women in power, long before the women's movements took shape. Women have been given the right to vote and also contest elections, right from the birth of our democracy – a credit which even the oldest democracies cannot claim. Yet, the social indicators show huge gender gaps that exist even today. Statistics reveal that gender gap still exists in literacy rate where male

literacy rate is 82% and female literacy rate is just 65%. In terms of income and livelihood, women's participation in gainful employment is low in many sectors, especially the informal ones. Also, the working conditions are much worse than that of men.

As per the National Sample Survey Organisation (NSSO), all-India labour force participation of women declined from 34.1 per cent in 1999-2000 to 27.2 per cent in 2011-12. There was also an urban-rural divide with the labour force participation rate of rural women declining from 26.5 per cent in 2009-10 to 25.3 per cent in 2011-12. Meanwhile, in the same period, the participation of urban women was rising. Compared to men, women participated much less in salaried jobs and earned only half of what the opposite sex earned in India. The Census 2011 showed a decline in



India's child sex ratio from 927 in 2001 to 919 in 2011. National Family Health Survey (NFHS) IV reveals that one in three rural women were married before the legal age of 18 years and more than half the women in reproductive age group were anemic in rural India. All these trends point to the deep-rooted patriarchal norms that hinder gender equality in India.

Despite these challenges, the country has shown tremendous development over the years. Starting with education, from a glaring gap of 26.6 points in 1981, the literacy gap between men and women came down to 16.7 in 2011, showing a sustained decline. The per annum growth of women's literacy has been much higher than men in rural India in the past decade. There were wide State-level variations in achievements, especially in education. Rajasthan and Jharkhand continued to show a wide gender gap in literacy in India, whereas the North Eastern States showed sustained low gender gap. Overall, the performance of several States reflects a changing situation and a decline in

gap over time. For instance, Haryana had made a tremendous leap from the highest gender gap in 2001, reducing the difference by 14 per cent points in 2011. In terms of child marriage, the proportion of young adult women married before 18 years of age showed a decline from more than half to one-third from 2005 to 2015. In terms of health, the NFHS reports in 2005 stated that nearly

“
Over the years, Government of India has taken various direct transfer programmes to make women financially and socio-economically independent.
”

58 per cent rural women in reproductive age are anemic. This was reduced to 51 per cent in 2015. Sex ratio also marked some improvements from 918 in 2005 to 927 in 2015, as per NFHS.

These developments and progress in status and well-being of women have not come about naturally. Behind the progress, there have been historical

struggles for women's rights, continued investment in social development and policy and strong affirmative action which contributed in making a change. A number of policies and programmes have been initiated to address the continuing gender gap in different socio-economic indicators.

Over the years, Government of India has taken various direct transfer programmes to make women financially and socio-economically independent. The Government launched National Social Assistance Programme (NSAP) in 1995, to support the destitute individuals. As part of the NSAP, Government of India has been giving widow pension to support women who are extremely vulnerable to financial distress. For improving the health and addressing the nutritional requirements of pregnant and nursing mothers, cash incentives are provided under the Pradhan Mantri Matru Vandana Yojana (PMMVY), the erstwhile Maternity Benefit Programme. Access to livelihood and income is the foremost requirement for the empowerment of women. The MGNREGA, since its inception, has

aimed to provide livelihood to the marginalised population at minimum wages. Other than ensuring livelihood for the deprived people in rural areas, the scheme has impacted the access to livelihood of women. In 2015-16, the three-year report card of the Rural Development Ministry revealed that, out of 5.04 crore households that availed of MGNREGS in 138.64 lakh works, 56 per cent have been generated by women. The implementation of MGNREGA facilitating the empowerment of women is supported by evidences of increased women's participation in outdoor activities. It was also observed that the participation of women in cultural activities marked an increase from 66% to 93% after their involvement in MGNREGS. Women's dependence on their husbands and in-laws reduced due to direct access to income.

Apart from employment programme, the National Rural Livelihoods Mission has promoted women's economic empowerment in low-income States in India. The mission started in 2011, focusing on creating self-help groups for women. It has been scaled up to a great extent with multi-faceted objectives for overall gender development. Apart from transfers, the Government has also been working towards building capacity and sustainable resources for food security. As per the Deen Dayal Antyodaya Yojana, the Mahila Kisan Sashaktikaran Pariyojana (MKSP) was launched to promote women farmers to take up sustainable and nutrition-sensitive farming practices. So far, 4804 Gram Panchayats in 559 blocks of 17 major Indian States have been implementing the MKSP.

The share of women in fixed asset ownership is extremely low but, access to fixed asset especially owning a house is a major empowering factor.

Aiming the socio-economical and financial empowerment of women, the Ministry of Rural Development (MoRD), Government of India initiated the Mahila Awas Yojana in 2017-18. Under the scheme, women can book a house with all facilities in their name by paying a nominal amount. They will be further assisted for availing of housing loan.

It has been understood that a mere providing assistance or transfers without challenging the inherent gender biases that exist in the society, also shaping the differences in gender roles of men and women, no sustainable and substantive societal change can be achieved. On the contrary, the provided benefits may end up in the hands of men or a few powerful women and a larger section of vulnerable women might be excluded and marginalised. The recent decline in India's child sex ratio, despite so many girl child-related schemes and transfers, is a glaring example of the limited success of transfer programmes in handling gender biases and patriarchy. Child sex ratio reflects both pre-birth discrimination, manifested through gender-biased sex selection and post-birth discrimination against girls (in the form of their health, nutrition and educational needs).

Following the realisation of a need to challenge hostile social construct that discriminate girls, the Ministry of Women

and Child Development, Government of India, in 2014-15, initiated the Beti Bachao-Beti Padhao (BBBP) programme with the objective of sensitising people regarding the evils of gender bias and patriarchy. The targeted group has been primarily married couples and mothers and also different layers of governance, who are educated about the deep-rooted patriarchal norms and biases, and the impact it has on the social outcomes. The nature of this programme is unique in terms of its deviation of earlier transfer or benefit-based programmes and its effort to create a sensitised citizenship to change the social structure.

Over the years, we have seen that the spirit of Women's Day has moved from a uni-dimensional struggle for labour rights to an all-encompassing, multi-dimensional movement for gender justice and equality of opportunity. The spirit has also been carried by India in its development trajectory. With the help of policy-led grassroots-level empowerment of rural women, the number of women who are succeeding in breaking the glass ceiling and lead the future generation towards equality in India is climbing up steadily.

Dr. N. V. Madhuri
Head, CGSD
Dr. Ruchira Bhattacharya
Assistant Prof., CGSD





International Women's Day Celebration at NIRD&PR

The International Women's Day was celebrated at the National Institute of Rural Development and Panchayati Raj on March 8, 2018. The Centre for Gender Studies and Development hosted the Women's Day Ceremony, which was followed by a two-day workshop on 'Experience Sharing by the Change-maker Sarpanches across India' on March 8 and 9, 2018. Padma Shri Dr. Kshama Metre, National Director of Chinmaya Organisation for Rural Development (CORD) and Shri Jitendra Shankar Mathur, former Secretary, MoPR, were the chief guests of the ceremony. To commemorate and honour the struggles and achievements of working women, NIRD&PR invited 40 grassroots level Sarpanches from across India on the occasion.

Dr. W. R. Reddy, IAS, Director General, NIRD&PR, delivered the welcome address. The chief guests delivered special lectures on the challenges of

gender gap in India and governance related issues, and engaged in discussion with the invited Sarpanches. Padma Shri Dr. Kshama Metre spoke about the meaning of gender and stressed on how to bring sustainable change in gender divisions and gaps. Shri Jitendra Shankar Mathur delivered the keynote address on the challenges and solutions for local governance and addressed the queries of Sarpanches present in the ceremony.

Other than the invited Sarpanches, faculty members and staff from all the schools of NIRD&PR and international participants, attended the programme.

In the two-day workshop, the Sarpanches shared their struggles, the changes they have made and the future requirements for good governance. They also presented their unique initiatives of governance at their Gram Panchayat. Of the 40 Sarpanches who attended the workshop, 32 were women and some

of them shared that they had won the election from a general seat contesting with male candidates.

The workshop had each of the elected representatives sharing their insights into the problems, specific to their constituency. This session was followed by a discussion on more focused issues of pathways to achieve women and child-friendly panchayats and implementation of GPDP. The platform was used by Sarpanches to express their training needs directly to NIRD&PR and also flag the issues that they have faced during trainings. There were varied types of trainings that were introduced as demanded by the panchayats, starting from technical trainings of computer skills to knowledge of finance, fund-raising and management.

The Director General, NIRD&PR, delivered an inspirational lecture on the need for attitudinal shift for good governance. The programme officially ended with the distribution of memento and certificate of participation to the Sarpanches on March 9, 2018. The programme was coordinated by Dr. Madhuri, Head, CGSD and Shri S. K. Dash, OSD, Centre for Panchayati Raj, NIRD&PR.



Inauguration of CGARD Technology Centre at Madagascar Established by NIRD&PR

The Government of India and the Commission of African Union (AU) have agreed on establishment of Geoinformatics Application in Rural Development (CGARD) Technology Centres (five) to realise the commitments made at the India-Africa Forum Summit (IAFS-I). Madagascar is the first country to benefit out of it. The CGARD Technology Centre in Madagascar was established by the National Institute of Rural Development and Panchayati Raj (NIRD&PR), Hyderabad with the financial support from the Ministry of External Affairs, Government of India. The centre is attached within the Ministry to the Presidency in-charge of Agriculture and Livestock (MPAE)/ Directorate of Information Systems (DSI), Government of Madagascar. CGARD is a technology facilitation centre of Geospatial Infrastructure; Capacity Building & Geoinformatics Technology Dissemination facility and Geospatial applications in different aspects like agriculture, infrastructure planning,

natural resources management and disaster management.

The commitments made by NIRD&PR for CGARD Technology, Madagascar are:

- Set up the CGARD Technology Centre with state-of-the-art hardware and software
- Provide free satellite images for the duration of the project
- Organise training sessions for staff of the ministries concerned with the application of geospatial technologies (Remote Sensing, GIS, GPS) in the agricultural and rural development sectors
- Develop and provide tools for the analysis and exploitation of geospatial data for rural development sector
- Production and dissemination of statistical data on the agricultural sector
- Promote the extensive use of remote sensing for any development programme

Under the able leadership and guidance of Dr. W R Reddy, IAS, Director General, NIRD&PR, the CGARD completed the establishment of CGARD Technology Centre at Madagascar with state-of-the-art hardware, software, survey equipment and technical manpower. On 14 March, 2018, President of India Shri Ram Nath Kovind, and President of Madagascar Mr. Hery Rajaonarimampianina jointly inaugurated the CGARD Technology Centre set up in Antananarivo, the capital of Madagascar. The President of India was accompanied by a delegation comprising Minister of State for Health and Family Welfare Shri Ashwini Kumar Choubey and four Members of Parliament, namely Shri Hukum Dev Narayan Yadav, Shri Manoj Tiwari, Shri R Radha Krishnan and Mrs. Vijila Satyanath, along with other senior government officials.

Dr. P Kesava Rao, Associate Professor and Head of CGARD, NIRD&PR, Hyderabad presented the functions, activities and state-of-art Geoinformatics and advanced technologies available in

CGARD Technology Centre at Madagascar followed by live demonstration on change detection of Antananarivo city using geo-informatics.

Dr. M.V. Ravibabu, Associate Professor, CGARD, Hyderabad demonstrated the satellite image processing need, techniques and 3D visualisation importance for sustainable infrastructure

planning to both the Indian and Madagascar Presidents.

The two Presidents recognised the importance of strengthening and diversifying relationship through the CGARD Technology Centre towards sustainable development, including the promotion of sustainable rural

livelihoods, fisheries, marine resource management, ecotourism promotion, pollution control and sea-related studies. President of Madagascar Mr. Hery Rajaonarimampianina expressed his gratitude to NIRD&PR and Government of India for establishing first CGARD Technology Centre at Madagascar out of five proposed in African countries.

Waste to Wealth: Value Recovery from Agro-processing (CIRDAP-NIRD&PR Collaborative International Training Programme)



The Government of India has announced a new scheme called Gobar-Dhan that aims at converting agricultural residues into products of value. Gobar-Dhan, stands an acronym for Galvanising Organic Bio-Agro Resources Dhan. The scheme would focus on managing and converting cattle dung and solid waste in farms to compost, biogas and bio-CNG. The Gobar-Dhan scheme is expected to help in keeping the village clean while increasing the income of farmers and cattle herders. There is also an online trading platform set up in order to connect farmers to buyers of agricultural waste facilitating the Gobar-Dhan scheme.

Along the same lines, the Centre for Rural Infrastructure conducted a 10-day

international training programme on 'Waste to Wealth: Value Recovery from Agro-processing' from March 19 to 28, 2018 at NIRD&PR. Nineteen participants from 10 countries namely, Bangladesh, Indonesia, Myanmar, Philippines, Thailand, Fiji, Iran, Nepal, Sri Lanka and

India participated in the programme. The topics covered include Agricultural Waste Management, Characteristics of Agricultural Wastes, Livestock and Poultry Waste Management, Agricultural Waste Management Systems, Best Practices in Agro-resource Management



and Integrated Farm Management.

The participants made interesting presentations on the agro-waste processing practices followed in their respective countries. The novel idea presented by participants from Indonesia about manufacturing shoes using the skin from chicken legs and the final presentation made by Indian participants

garnered much attention. As part of the programme, the participants were taken to Bengaluru for a field trip. They visited DEWATS waste water treatment system and a faecal sludge management facility that converts human excreta into energy for power generation.

During the valedictory session of

the training, Shri Tevita G Boseiwaqa Taginavulau, Director General of CIRDAP, Bangladesh addressed the participants along with Dr. W R Reddy, IAS, Director General, NIRD&PR. Dr. P SivaRam, Prof. & Head, Centre for Rural Infrastructure and Dr. R Ramesh, Associate Professor, coordinated the programme.



Historical Waste and Bio Mining A Way to Clean Up Long-Time Garbage Dumps

Historical Waste

Historical waste? Sounds interesting or intriguing? There are gram panchayats in various places of the country making efforts to put in place proper waste collection and disposal methods. When it comes to dealing with garbage, making arrangements for collection and handling of the waste generated by households and others 'at this moment of time' must be construed as addressing only a part of the problem. The other dimension to this issue is the waste generated for years, dumped in some designated locations (dump yards) and forgotten once and for all. The size of such garbage dump yards keeps growing and expanding as years go by. This is what some garbologists call 'historical waste' - huge heaps of waste dumped away and forgotten, which often is growing due to daily dump. The age of this garbage dump could be not less than 10-15 years in some places, and more than 20 years in others. At this moment, we are drawing up plans to deal with various types of waste generated by households,

communities and marketplaces today and in the future. The question now is about the historical waste? What do we do with them? How do we reduce the size of such dump yards so as to gradually recover the space it occupies?

Problems of Historical Waste

- The space that dump yards occupy generally keeps growing rendering such places/areas unbecoming for other use.
- Historical waste is often a mixture of all types of garbage. Therefore, any attempt to lay hand in them is like taking the lid off a can of worms.
- Long-time dumping leads to accumulation/emission of poisonous gas in such areas rendering the locality unhealthy and unlivable.
- Long-time dumping causes leaching, which leads to contamination of groundwater/water bodies in the vicinity.

Therefore, it makes sense to plan for cleaning up such historical waste as well, as part of waste management efforts. It's sensible to make a separate plan that will be carried out simultaneously to clean up historical waste, while a parallel plan is in place for dealing with day-to-day waste collection and management. Most of the municipalities/town panchayats/gram panchayats plan to deal with waste generated daily. Thus far, a plan being executed for dealing with historical waste is something unheard of. Practically, it might offer valuable lessons in waste management. Hence, this case study was taken up. During our field visit to Samayapuram near Tiruchirappalli, we came to know about another town panchayat nearby viz. Manachanallur, where historical waste/bio mining is being carried out. The bio mining exercises undertaken by both the town panchayats were subjected to study.

Dealing with Historical Waste

Some town panchayats in Tamil Nadu like Samayapuram and Manachanallur serve as exemplars in demonstrating how to deal with historical waste. The main challenge lies in removing residual waste or final reject, which is unfit for treatment, from the garbage that can be turned into compost after treatment. This process consumes time and it is also a long-drawn process. But it is worth the time spent as we could recover the land and salable manure from such historical waste. The process starts with windrow composting method.

Generally, garbage is dumped in heaps making it look mountainous as years go by. The garbage heaps in sites like Samayapuram or Manachanallur could weigh roughly around 100 tonnes. The plan is to clear 0.5 tonne of waste per day and recover the dump yard in about 200 days. In the worst-case scenario, the whole exercise might take a maximum of one year to complete. The town panchayats are following windrow composting method to deal with this kind of old waste. The sieved manure – packaged in 25 kg bags - is sold at ₹ 50. The garbage collected on daily basis is handled separately.

Heaps of waste are arranged in long rows for aeration. The garbage in rows are turned and tossed over frequently – at least once a day, after applying EM solution or inoculums. The workers, who go for door-to-door collection of waste on a daily basis, are engaged in bio mining' after their regular work of waste collection, secondary segregation and composting. Teams comprising 5-6 sanitation workers involve themselves in bio mining on a rotation basis for at least 2–3 hours daily to expedite the work.

Windrow Composting

Samayapuram and Manachanallur town panchayats follow Windrow Composting Method.

Outcome

- The place recovered from the dump yard provides additional space that can be used for better handling of the current waste. The waste management unit can be maintained neat and clean.
- Usable compost sifted from the (historical) waste is available for sale. This can be used as manure in the garden developed within the premises of waste management unit.
- Compost can be sold too.
- Inert waste (residual waste) that must be treated like Resource Derived Fuel (RDF)
- There is neither dump yard at the site nor any historical waste accumulation.

What is Windrow Composting?

This is one of the simplest methods to compost wet waste. This is conversion of wet waste it into a stable mass by aerobic decomposition method. In areas/regions, where we have higher ambient temperatures, composting in open windrows is preferable. In this method, segregated wet waste is delivered on a paved/unpaved open space. It is good to have a roof (made of thatches or tin sheet) in order to prevent rains spoiling the heap. Garbage is kept on levelled and well-drained platforms in 10–12 rows. Each row will be having a length of 3 metres, width of 2 metres and height of 1.5 metres with a total volume not exceeding 9.0 cu.m. Once in five days, the heap is turned upside down so as to provide aeration, and to keep under control the multiplication of insects and larvae. During the first two turns, EM solution is sprinkled on the heap so as to accelerate the decomposition process. During the subsequent turns, if the heap is found to be dry, water is sprinkled in order to provide sufficient moisture for proper decomposition to take place. Sprinkling of water should serve the purpose of maintaining the moisture levels. If water is found oozing (called leachates) from the rows, it indicates that too much water has been sprinkled. In about a month's time, the garbage turns into manure. The quantity of compost after decomposition becomes normally around 1/3 of the original mass. Then the manure is passed through a sieve (with holes to the size of 1.5 mm to 2 mm) to remove oversized particles. The oversized particles can go back into the garbage rows again - along with a fresh heap of wet waste. As no odorous gases are generated in this process, it is easy, environment-friendly and hence commonly preferred.

Conclusion

This is about the biodegradable waste only. From the historical waste, recyclables have been taken away by the rag pickers over the years. There are residual waste (at least about 25–30 per cent) from the old garbage heap. The problem these town panchayats face now is handling of this 'residual waste' without burying or burning. They have managed to process 70-75 per cent of the historical waste in itself, which is

a remarkable achievement. Samayapuram and Manachanallur panchayats are places to learn from, when it comes to dealing with old dump yards that occupy space and pollute the environment.

Dr. R Ramesh
Associate Professor, CRI
Dr. P SivaRam
Prof. & Head, CRI



International Training Programme on Management of Rural Employment Projects and Poverty Alleviation

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call for action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. One of the most important objectives of SDGs is eradication of poverty, which remains one of the greatest challenges faced by the humanity. While the number of people living under extreme poverty dropped by more than half between 1990 and 2015 - from 1.9 billion to 836 million - too many are still struggling for the most basic human needs.

Globally, more than 800 million people are still living on less than US\$ 1.25 a day, many lacking access to adequate food, clean drinking water and sanitation. Rapid economic growth in countries like China and India has lifted millions out of poverty, but the progress has been uneven. Women are more likely to live in poverty than men due to

unequal access to paid work, education and property.

Progress has also been limited in other regions, such as South Asia and sub-Saharan Africa, which account for 80 per cent of those living in extreme poverty. New threats brought on by climate change, conflict and food insecurity, mean even more work is needed to bring people out of poverty.

The SDGs are a bold commitment to end poverty in all forms and dimensions by 2030. This involves targeting the most vulnerable, increasing access to basic resources and services, and supporting communities affected by conflict and climate-related disasters.

The experiences across the world indicate a positive relationship between employment generation and poverty alleviation. If developing and underdeveloped countries aim at creating new employment opportunities,

then more people will be employed. Ultimately, it will raise their income and reduce poverty among the poor. The access to employment opportunities leads to higher standard of living among the poor in view of their access to education, better health facilities, proper sanitation, etc. The locally generated employment also reduces the rural-to-urban migration and thus save them from several of social losses.

The process of generating employment also leads to several positive aspects like creation of durable assets, self-sufficiency and self-reliant areas and imparting skills among the poor. All these positive factors not only strengthen the process of poverty alleviation but also pave way for sustainable development. As most of the employment generation programmes help in human capital formation by enhancing knowledge and imparting skills to the unskilled labourers,

such skills increase the employment prospects of the unskilled labourers in the industrial and the service sectors. This enhances the income-earning capacities of these people and alleviates poverty simultaneously.

Re-emphasising India's commitment to developing countries and also recognising the specific attention on process and promotion of generating employment opportunities, the commitment initially requires promotion of human resources among the functionaries. The human resources development in this regard consists of understanding on concept of poverty and poverty alleviation measures, insights on participatory project designing methods to come up with employment generation projects based on locally utilisable resources and potential available, managing the employment generation programmes, etc. In this context, the Centre for Wage Employment conducted an International training programme on 'Management of Rural Employment Projects and Poverty Alleviation' at NIRD&PR during March 1-28, 2018.

The programme was designed to equip the functionaries from

developing countries to develop insight on generation of employment opportunities for the poor and also the skills on designing, implementation and management of such initiatives to alleviate poverty among participating countries.

The objectives of the training programme were to

- Assess the potential areas of employment generation
- Conceive and designing of employment generation programmes through participatory approaches
- Exposure to develop management skills while implementing the programmes concerned
- Provide first-hand learning experiences on employment generation programmes, and
- Evolve country-specific employment generation initiatives.

The participants for the programme were drawn from 15 countries, namely Afghanistan, Bangladesh, Bhutan, Guinea, Ethiopia, Kyrgyzstan, Mauritius, Mozambique, Namibia, Nigeria,

Sri Lanka, Syria, Tanzania, Turkmenistan and Trinidad & Tobago.

The programme laid emphasis on practical approaches while imparting relevant knowledge. Besides orienting theoretically on conceptual issues, more than 60 per cent of the sessions were spent on classroom and field-based practical exercises. Group of participants was required to design participatory development projects as well as action plan for need-based interventions in respective countries.

Besides these, panel discussions, quiz, competitions among participants in classrooms, presentation of country papers, reflections on field visits, etc., were adopted.

Crisp reading material was provided to the participants at the beginning of each module of the training programme and then followed by hand-outs on relevant issues.

The programme was headed by Dr. Jyothis Sathyapalan, Dr. Digambar Abajirao Chimankar, Dr. P. Anuradha and Dr. G. RajaniKanth of Centre for Wage Employment, NIRD&PR, Hyderabad.

Besides, the participants were taken to several institutions for practical field exposure. The visit to International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) helped them to understand the current research related to agriculture practices for semi-arid regions. The demonstration plots at State Bank Institute of Rural Development (SBIRD) gave them practical experience on medicinal plants, horticulture schemes, mushroom cultivation, etc. Later, the participants went on a five-day field study tour between March 20 and 24 to Visakhapatnam district. They interacted with a large number of fisherwomen in Bhimili, who gave them insights on the formation, nurturing, and performance of SHGs supported by bank linkage programme and their cent per cent repayment culture. They also had

a detailed discussion with the officials of a rural commercial bank (Union Bank of India in Bhimili) and learnt the systems and procedures related to sanction, disbursement and follow-up of advances given to SHGs.

Later, the participants visited tribal museum in Araku to understand the culture and lifestyle of Indian tribals. They also visited coffee and pepper plantations located in the surrounding areas and the turmeric cultivation unit belonging to farmer producer group, a dairy unit and a poultry unit collectively run by SHG women. The participants had an opportunity to interact with Shri P. Ravi, Project Officer of Integrated Tribal Development Authority (ITDA) at Paderu to understand various initiatives taken by the Government of Andhra Pradesh for the socio-economic uplift of the tribals.

Subsequently, the participants visited a skill development training centre under DDU-GKY in Pendurti, which is a flagship programme of the Government of India for creation of employment opportunities in rural India. They admired the operation of the generic medicines stores at Pendurti, which provides healthcare to the poor at an affordable cost. At the end, the participants prepared a detailed project report based on their field observations and made presentations covering the whole gamut of issues pertaining to rural credit for poverty reduction. The programme was coordinated by Dr. M. Srikanth, Associate Professor & Head (CFIE) and Shri V. Rama Mohana Rao, Project Consultant (CFIE).



International Training Programme on Training Methodology for Development Professionals

International Training Programme on Rural Credit for Poverty Reduction

An international training programme on 'Rural Credit for Poverty Reduction' sponsored by the Ministry of External Affairs, Government of India, under the ITEC/SCAAP was conducted at NIRD&PR from March 1 to 28, 2018. A total of 20 participants from 15 African, Latin American and Asian countries participated in the programme. The programme covered a wide range of topics relevant to rural credit and poverty reduction encompassing Indian banking scenario, financial inclusion, microcredit, priority sector lending, gender parity, social audit, local self-governance, etc., were extensively discussed in the classroom.



Further, the role of microcredit in creation of employment, livelihood opportunities in reduction of poverty

and the silent revolution witnessed in the Southern States of India through the Self-Help Group-Bank Linkage Programme (SHG-BLP) was explained in detail. Impressed, the participants determined to introduce such a system in their countries for poverty eradication.

Further, the role of microcredit in creation of employment, livelihood opportunities in reduction of poverty

The Centre for Human Resource Development organised a four-week international training programme on 'Training Methodology for Development Professionals' from January 24 to February 20, 2018. This programme was sponsored by the Ministry of External Affairs, Government of India, under ITEC/SCAAP. A total of 22 participants, representing 12 countries, attended the programme. The programme consisted of three modules followed by a week-long study tour.

Dr. W. R. Reddy, IAS, Director General, NIRD&PR interacted with the participants and emphasised deeply on importance of attitudinal change for sustainable development. He also stressed upon time management for effective outcome and to cultivate the compassionate behaviour for work. Further, he highlighted self-development and need of motivating people for attaining the success of organisations. Each module was of one week duration. The modules are as follows:

- Training Approaches and Trends
- Training and Development
- Training Methodology

The participants also visited the Vivekananda Institute of Human Excellence, Hyderabad for understanding the human life and peace. As part of the programme, the participants were taken to Ernakulum district in Kerala on a study tour. Shri K Mohammed Y Saifurulla, IAS, District Collector, Ernakulum, interacted with the participants and discussed some of the important initiatives undertaken by Kerala and

its development. Further, he briefed the implementation of development schemes such as universalisation of education, Kudumbashree, care of elderly people, out-migration, rural development schemes and mainstreaming of transgender persons in society.

Following the presentation of Director, Poverty Alleviation Unit (DRDA), Kochi on various rural development

schemes, the participants visited the sites where works under rural development schemes such as MGNREGS and PMGSY were progressing. Participants were also introduced to different initiatives of Self-Help Groups like Amrutham Food Supplement - a common facility centre located in Edathala, Aluva under Kudumbashree in which the SHG women are supplying food to 40-50 anganwadi centres under the ICDS programme, and

Kochi Metro Rail Station managed by women members of Kudumbashree self-help group.

The training programme, which concluded on February 20, was coordinated by Dr. T. Vijaya Kumar, Associate Professor, Dr. Lakhan Singh, Assistant Professor and Dr. Gyanmudra, Professor & Head, Centre for Human Resource Development, NIRD&PR.

International Training Programme on Participatory Planning for Poverty Reduction and Sustainable Development



The Centre for Decentralised Planning organised an international training programme on 'Participatory Planning for Poverty Reduction and Sustainable Development' sponsored by the Ministry of External Affairs, Government of India from February 21 to March 20, 2018. The key objectives of the training programme were:

- To discuss the participatory planning approaches, strategies, models and techniques of rural development.
- To impart knowledge and skills on the methodology of participatory planning for poverty reduction and sustainable development.
- To discuss on the participatory techniques on effective implementation and management of rural development programmes.
- To familiarise the participants in methods and techniques on monitoring and evaluation of rural

development programmes.

- To discuss the Indian experiences on poverty alleviation and rural development.

This programme was attended by 26 senior officials from 17 countries in African, Asian, Latin American and Caribbean regions. Dr. Y. Bhaskar Rao, Professor and Head, Centre for Decentralised Planning, inaugurated the programme. In his inaugural address, he highlighted major programmes and strategies adopted by Government of India for poverty alleviation and also shared some of the success stories of innovative projects implemented in the country. The programme was covered through eight modules namely, i) Poverty Reduction and Sustainable Development Strategies, ii) Decentralised Planning - Concept and Approach, iii) Participatory Planning, iv) Spatial Planning, v) Resource Management, vi) Planning for Infrastructure, vii) Planning for Income

Generating Projects and viii) Field Study.

During the programme, participants were given opportunities to present papers related to their respective countries and they shared the approaches and methodology of planning followed in implementation of various rural development programmes. After completion of in-depth discussions on crucial topics related to planning, project management and rural development, the participants had an exposure visit to some of the successful rural development projects implemented in Andhra Pradesh during the weekends.

An exclusive study visit was arranged to Karnataka and Tamil Nadu during March 10-16 to understand the ground realities in planning and implementation of rural development projects at the grassroots level, and also to critically examine the possibility of their sustainability and replicability in other

parts of the world. During the study tour, the delegates visited a number of SHGs, women self-employment enterprises, PRI Institutions, rural development programmes and interacted with the people, beneficiaries, implementing officials as well as the media. Focus group discussions with the members of SHGs and other beneficiaries covered under various schemes of rural development were held at the village level in both the States. At the end of the study visit, the participants shared their field

observations with the local officers and further compared the Indian experience with that of their countries.

All the participants of the programme have given positive feedback on the efforts of the NIRD&PR in supporting the developing and under-developed countries for building the capacity of their development functionaries. Further, they said that the classroom inputs and study visits together provided better understanding

about the strategies and programmes for poverty reduction and sustainable development on one side, and deeper insights into the ground realities on the other. The programme team was highly appreciated on the successful conduct of the programme with well framed strategies, academic inputs and better logistics. This programme was organised by Dr. Y. Bhaskar Rao, Prof. & Head and Dr. R. Chinnadurai, Associate Professor, Centre for Decentralised Planning, NIRD&PR.



Sixth National Annual Writeshop of DAY-NRLM at NIRD&PR

The sixth national annual writeshop of DAY-NRLM was held at NIRD&PR, Hyderabad, from January 17 to 20, 2018. A total of 220 participants from all SRLMs across the country participated in the four-day writeshop. The writeshop provides space for DAY-NRLM family, to come together, reflect, take stock, deliberate on emerging directions and fine-tune objectives, framework, perspectives and strategies. It is a forum to discuss the newly developed modules, manuals and strategies. There has been discussion on guidelines, template and outlines of Annual Action Plan FY 2018-19. The participants of the writeshop comprised the CEO's, SMDS, SPM, NRPs, NRO's and other functionaries.

Ms. Nita Kejriwal, Joint Secretary (in-situ), Ms. Anita Holker, Director, NRLM, Ms. P. Usha Rani, Lead - IB, HR & Gender, NMMU, MoRD, Dr. Ishaprasad Bhagwat, Lead - Health, NMMU, MoRD, Shri Alok De, Lead - Farm Livelihoods and Shri S. Srinivas, Director, NRLM (RC) formally inaugurated the writeshop by lighting the lamp.

Ms. Nita Kejriwal, Joint Secretary (in-situ) presented the achievements and challenges of DAY-NRLM for the FY 2017-18.

Shri Atul Kumar Tiwari, IAS, Joint Secretary (PPM), MoRD, joined the post-lunch sessions on the first day along with Dr. W. R. Reddy, IAS, Director General, NIRD&PR. He mainly focused on role of NRLM in Mission Antyodaya at field level. He suggested planning all NRLM activities in 50,000 Mission Antyodaya GPs.

Discussions on various themes of NRLM such as

Institution Building, Social Inclusion, Financial Inclusion, Social Development - Gender & Health, Livelihoods, Convergence & HR, etc., were carried out in various groups in the first two days.

On the 3rd day of the writeshop, Dr. W. R. Reddy, IAS, Director General, NIRD&PR made a presentation on 'Livelihood and Enterprise Development through Homestay Tourism'.

On the final day of the writeshop, the CEOs/SMDs of all the States presented the proposed Annual Action Plan for their State for the FY 2018-19. Shri Atal Dulloo, Joint Secretary - RL, MoRD, delivered the keynote address. He congratulated all the SRLMs for their achievements in areas like reaching out to poor families, social inclusion, gender activities, focussing on health and WASH activities, strengthening institutions, increasing the bank linkage portfolio, convergence with other government programmes, etc. He also appreciated the concrete and timely support extended by the NRLM Resource Cell team members to all the SRLMs related to the trainings, capacity building, modules and manuals preparation and in arranging field visits as per the requests of SRLMs.

Shri Atal Dulloo emphasised on the key achievements of NRLM during the FY 2017-18.

On the occasion, Ms. Nita Kejriwal and Ms. Anita Holker released a video CD on 'Performance Management System (PMS) Roll out Process in SRLMs' developed by the team at NRLM Resource Cell, NIRD&PR.

The writeshop ended with a vote of thanks by Shri S. Srinivas, Director, NRLM Resource Cell.

Hindi Workshop on Unicode at NIRD&PR

A Hindi workshop on 'Unicode' for the Group 'C' employees was held on March 19, 2018 at NIRD&PR under the Chairmanship of Dr. Gyanmudra, Professor & Head, CDC. Smt. Anita Pandey, Assistant Director (OL), briefed about the workshop and profile of the programme.

Inaugurating the workshop, Dr. Gyanmudra said that it is the responsibility of Central Government employees to learn 'Rajbhasha' Hindi and use it in their day-to-day life and everyday work, since it is being used even in Parliament.

"Today, the importance of Hindi is increasing. Hence, we should promote Hindi in our official work," she said.

Shri Rajesh Kumar Verma, Assistant Director, Hindi Teaching Scheme,



Ministry of Home Affairs, Government of India, Secunderabad conducted the workshop on 'Unicode' and taught typing methods on Bhasha Indic Language, Voice Typing, Inscript

keyboard, etc. A total of 30 participants attended the workshop.

The programme was coordinated by Smt. Anita Pandey and entire team of Official Language Section under the guidance of Dr. Gyanmudra.



Technical Hindi Workshop at NIPHM under the Guidance of NIRD&PR

A technical Hindi workshop for the member offices of Town Official Language Implementation Committee-2 was held on March 21, 2018 at the National Plant Health Management (NIPHM), Rajendranagar, Hyderabad under the guidance of NIRD&PR.

Smt. V. Usha Rani, IAS, Director General, NIPHM, Dr. Gyanmudra, Professor & Head, CDC, NIRD&PR, Smt. D. Chanchala Devi, Registrar, NIPHM, Guest Speaker Shri Arun Kumar Mandal, Senior Rajbhasha Officer, Railway Sub-Division, Secunderabad and the Hindi officers and Hindi translators of the member offices were present during the workshop.

Smt. Anita Pandey, Assistant Director (OL), NIRD&PR briefed about the workshop and profile of the programme.

In her address, Smt. V. Usha Rani, Director General, NIPHM and Chairman of the workshop, noted that language and cultural diversity exists in India.

"As a language, Hindi connects everyone. We need to change our mindset so as to enhance the use of Hindi," she said.

Dr. Gyanmudra noted that the workshop organised on technical subject holds significance. "Hindi is our official language. The use of Hindi from Parliament to lower level is increasing

day-by-day. We should promote Hindi in our daily work," she said.

In second session of the workshop, Shri Arun Kumar Mandal made a Power Point presentation on filling up of the Inspection Questionnaire Proforma of the Parliamentary Official Language Committee. Shri E. Ramesh, Senior Hindi Translator, NIRD&PR compered the workshop. Shri Vijay Kumar Shaw, Hindi Officer, NIPHM proposed a vote of thanks.

Smt. Anita Pandey and team under the guidance of Dr. Gyanmudra and Shri Vijay Kumar Shaw and Shri Mohan under the guidance of Smt. Chanchala Devi coordinated the workshop.

Training Programme on SMART Governance for Effective Implementation of Rural Development Programmes

Globalisation and the innovations in science and technology have been acting as catalysts in bringing out transformations in the governance of a country and also in promoting democracy across the world. The economic, political and social spheres of a country are being reinforced by decentralised, participative and smart governance which ensures good governance through transparency and accountability for all the stakeholders like political representatives, bureaucrats and civil society. Indian democratic governance has been undergoing various levels of standardisation and strengthening the grassroots democracy through 73rd and 74th amendments to the Constitution which have even paved the way for healthy competition in implementing the development plans. This democratic governance is deepening its roots by empowering the citizens rather than just serving, assessing the procedures and results of delivery of public services which are thriving the way for good governance. SMART (Simple, Moral, Accountable, Responsive and Transparent) Governance initiatives not only facilitate in providing the public services in a convenient, efficient and effective manner but also increase the capability and skills of public officials and citizens with respect to development programmes, which in turn, are expected to accelerate the growth rate at the grassroots. Consequently, it becomes essential to get updated about the SMART approaches for successful good governance while executing the rural development programmes.

In this context, the Centre for Good Governance and Policy Analysis (CGGPA), NIRD&PR, organised a training programme on 'SMART Governance for Effective Implementation of Rural Development Programmes' from February 26 to March 2, 2018 at NIRD&PR. The programme was designed and organised to develop participants' expertise on SMART governance in solving the real-time issues faced during the implementation of rural development programmes.

Totally, 35 participants from seven States, viz. Assam, Bihar, Gujarat,

Karnataka, Telangana, Tamil Nadu and Jammu & Kashmir attended the course. Participants include POs/PDs, APOs/APDs-DRDA, ZP officials, line department officials at district level and academicians.

The programme started with the inaugural and ice-breaking sessions. Dr. S. K. Sathyaprabha, Course Director and Assistant Professor, CGGPA initiated the sessions by understanding the participants' demand and then elaborated on the background of the training and its significance in the present scenario. She also handled sessions on Emergence, Characteristics and Principles of SMART Governance, Administrative Reforms towards SMART Governance in India, Linkage between Good Governance and SMART Governance and Rural Development Programmes, Service

- Community-Based Monitoring for Effective SMART Governance

RTP Visit

As a part of the training programme, the participants had a half-day session at the Rural Technology Park in NIRD&PR to understand its functions. During the following practical demonstrations, the participants were able to understand the low-cost rural technologies related to agriculture, housing, Rural Sanitation Park, bio-sanitation, water harvesting technologies, solar energy, biogas plant, honey processing, etc. They were also detailed about the Rural Technology Entrepreneurship activities on skill development and promotion of employment activities such as handmade papers, soap making, and honey, neem and food processing.



Delivery Case Model Presentation with group presentations and discussions.

The following topics were handled by NIRD&PR faculties:

- Human Behavioural Skills and Insights on Participatory Planning
- Role of GIS in SMART Governance
- Ethics in SMART Governance
- SMART Mechanisms for Social Inclusion
- Enhancing Women Participation through SMART Initiatives
- Social Accountability Tools, Techniques and Mechanisms
- Sustainable Development through SMART Governance
- Methodology of Grassroot Planning for SMART Village
- Enabling Digital Payments in Rural India
- Role of ICT Rural Development

Training Method

The training contents were delivered through conventional and participatory training methods, including lecture-cum-discussions, video-based interactions, case presentations, group work and discussions, brainstorming, field work and practical exercises.

The participants were given an orientation on the SMART Governance Policy Initiatives and the necessity of its application on Rural Development Programmes, its linkage with the Citizen-Centric Service Delivery, Decentralised Participatory Planning and Mobile Seva initiatives in India, Unified Mobile Application for New-age Governance (UMANG), mAadhaar, Janmanrega, etc.

The programme was organised by Dr. S. K. Sathyaprabha, Assistant Professor, Centre for Good Governance and Policy Analysis.

Training Programme on Strengthening Participatory Governance for Effective Local Development



The Centre for Good Governance and Policy Analysis (CGGPA), NIRD&PR, organised a training programme on 'Strengthening Participatory Good Governance for Effective Local Development' from February 5 to 9, 2018 at NIRD&PR, Hyderabad.

A total of 42 participants from Chhattisgarh, Maharashtra, Haryana, Gujarat, Rajasthan, Kerala, Andhra Pradesh, Tamil Nadu, Jammu & Kashmir and Madhya Pradesh attended the course. The participants included district-level officials such as Deputy Collector, District Planning Officers, CEOs, officials associated with DRDAs, MGNREGS, NRLM and project managers of rural development schemes.

The programme started with the inaugural address by Dr. S Jyothis, Prof. & Head (i/c), CGGPA followed by the ice-breaking session and a session on Good Governance as an Expression of Participatory Governance by Dr. S. K. Sathyaprabha, Course Director and Assistant Professor, CGGPA.

Dr. S. K. Sathyaprabha further handled two post-lunch sessions on Participatory Local Governance and Its Legal Framework and Participatory Case Model Presentation with group discussions.

The following topics were handled by NIRD&PR faculties:

- Participatory local development as an approach towards rural development policies and programmes.
- Civic Engagement in Participatory Governance
- Participatory Planning and Village Development Plan
- Geoinformatics for governance
- E-governance
- Team building for active Participatory Governance
- Gender Responsive Participatory Governance
- Participatory Tools and Techniques
- Basic IT concepts in cashless transaction methods and applications

Field Visit

A one-day field visit was organised to Ibrahimpur village in Telangana. The participants interacted with the Panchayat Chairman, Secretary, primary school administrators, teachers, children, local residents and visited various units like vermicomposting, water harvesting, etc. They were able to gain practical inputs from the implementing officials as well as the beneficiaries and thus understood the real fruits of participatory approach through various initiatives undertaken

by local residents. Impressed by the participatory initiatives implemented in the village, the participants made contributions for the development of the Ibrahimpur primary school. Group presentations and discussions on experiences and learning of field visit were organised later.

Training Methods

The training contents were delivered through participatory learning process. The sessions were dynamic with presentations, interactive sessions, lectures, documentary presentations, group work and discussions, brainstorming, field work and practical exercises.

The participants also had an interaction with Dr. W. R. Reddy, IAS, Director General, NIRD&PR on the importance of dealing with rural issues in real-life situations for better participatory planning and implementation of development of projects through participatory mode by using people-oriented strategies.

The training programme concluded with the individual plan for follow-up action, evaluation and feedback of the participants followed by the valedictory session. The programme was organised by Dr. S. K. Sathyaprabha, Assistant Professor, Centre for Good Governance and Policy Analysis.

36th Annual Conference of Indian Association for Research in National Income & Wealth



The Centre for Human Resource Development, NIRD&PR hosted the 36th Annual Conference of Indian Association for Research in National Income and Wealth (IARNIW), a registered society funded by the Ministry of Statistics and Programme Implementation, Government of India and the Reserve Bank of India, during March 15-16, 2018. The purpose of the conference was to share the efforts made to understand the importance of national income and wealth in overall development of the country, particularly in rural areas through scientific research; and to recommend interventions for policies and programmes related to national income and wealth.

After scrutiny of papers by the editorial team, nearly 45 full papers were selected and invited for oral presentation. Majority of the presenters were government officials attached to the Statistics and Economics Department. In addition, researchers from EPW Research Foundation, Mumbai, Ravindra Bharati University, Kolkata, ICRISAT, Hyderabad, KDS, New Delhi, Garhbeta College, West

Bengal, Indian Development Foundation, Gurgaon, GBPSSI, University of Allahabad, National Council of Applied Economic Research, New Delhi, Institute for Studies in Industrial Development, New Delhi, Central University of Haryana, Indian Business School, Hyderabad, Christ University, Bengaluru and University of Amritsar, Punjab also presented their papers.

Dr. W. R Reddy, IAS, Director General, NIRD&PR welcomed the participants and dignitaries of IARNIW. In his opening remarks, the Director General noted that income and wealth are the important factors for the rural development. "Hence, proper understanding about the factors affecting the income and wealth distribution, particularly in rural areas, is must for institutions like NIRD&PR," he said and also highlighted the importance of Thomas Piketty's works on wealth and income inequality.

Further, Dr. Pronab Sen, President, IARNIW addressed the participants and stressed that the processes involved in it need to be understood for national income and wealth. "The new national

account is much better than the earlier one and this is evident from the current prices. Equal distribution of resources is the central focal subject for income and wealth issue in India. Income and wealth distribution go together and change in wealth distribution is faster than the income distribution. Accordingly, there is a need to explore in detail the distribution of income and wealth in India," he said.

The deliberations on two days went around four major themes of the conference, viz. National Accounts, Inequalities in Income and Consumption, Regional Accounts, and Social Sectors and Other Issues. All the sessions were chaired by experts in respective areas and the papers presented were given suggestions for improvement and publication. The conference ended up with the concluding remarks by Dr. A C Kulshreshtha.

Dr. Lakhan Singh, Assistant Professor and Dr. Gyanmudra, Prof. & Head, Centre for Human Resource Development were the local conveners of this conference.



Smt. Radhika Rastogi Takes Charge as Deputy Director General at NIRD&PR

Smt. Radhika Rastogi, a 1995 batch IAS officer of the Maharashtra cadre, has assumed office as the Deputy Director General of the National Institute of Rural Development & Panchayati Raj (NIRD&PR), Hyderabad. Prior to the appointment at NIRD&PR, she was occupying the post of Member Secretary, Development Board for the Rest of Maharashtra.

A native of Hyderabad, Smt. Radhika Rastogi completed her Master's degree in Business Administration from the Indian Institute of Management, Ahmedabad in 1992. After completing her training at Lal Bahadur Shastri National Academy of Administration, she started her official career as Super Numerary Assistant Collector, Nashik in 1996. Over the last 22 years, she has occupied several administrative posts in Maharashtra Government such as Assistant Collector, Ramtek, Chief Executive Officer, Zilla Parishad, Jalna, Collector, Parbhani, Deputy Commissioner of Sales Tax, Development Commissioner (Industries), Managing Director, MSSIDC, Secretary (Accounts & Treasuries), etc.

Smt. Radhika Rastogi also worked as the Director (Power), Department of Atomic Energy. Smt. Rastogi holds a PGDM from IIM, Ahmedabad, she recently completed her Masters in International Development Policy from Duke University.

Book Post (Contains Printed Matter)



राष्ट्रीय ग्रामीण विकास एवं
पंचायती राज संस्थान
NATIONAL INSTITUTE OF RURAL
DEVELOPMENT AND PANCHAYATI RAJ
Ministry of Rural Development, Government of India

Rajendranagar, Hyderabad - 500 030
Phone: (040) 24008473, Fax: (040) 24008473
E-mail: cdc.nird@gov.in, Website: www.nird.org.in



Dr. W.R. Reddy, IAS, Director General, NIRD&PR
Editor: Dr. K. Papamma
Asst. Editors: Krishna Raj K.S.
Victor Paul
Photographs: P. Subrahmanyam

Published By:
Dr. Gyanmudra, Professor and Head, CDC
on behalf of the NIRD&PR,
Rajendranagar, Hyderabad - 500 030.

Printed at:
Vaishnavi Laser Graphics
H.No.3-4-489/1, Barkathpura Main Road,
Hyderabad. Ph : 040-27552178